

**GROWTH ECONOMIC DEVELOPMENT AND
COMMUNITIES CABINET COMMITTEE**

Wednesday, 20th May, 2015

2.00 pm

**Darent Room, Sessions House, County Hall,
Maidstone**



AGENDA

GROWTH ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Wednesday, 20 May 2015 at 2.00 pm
Darent Room, Sessions House, County Hall,
Maidstone

Ask for: **Ann Hunter**
Telephone: **03000 416287**

Tea/Coffee will be available 15 minutes before the start of the meeting

Membership (13)

Conservative (8): Mr M A Wickham (Chairman), Mr S Holden (Vice-Chairman),
Mr A H T Bowles, Mr D L Brazier, Miss S J Carey,
Mr J A Kite, MBE, Mr G Lymer and Mr C Simkins

UKIP (2) Mr M Baldock and Mr F McKenna

Labour (2) Mrs E D Rowbotham and Mr R Truelove

Liberal Democrat (1): Mr B E Clark

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UNRESTRICTED ITEMS

(During these items the meeting is likely to be open to the public)

A - Committee Business

A1 Introduction/Webcast announcements

A2 Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present

A3 Declarations of Interest by Members in items on the Agenda

To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared

A4 Minutes of the meeting held on 14 April 2015 (Pages 7 - 14)

A5 Save our Public Libraries - Petition Scheme Debate (Pages 15 - 18)

To receive a petition that has attracted 3,775 signatures from people who live, work or study in Kent and to consider whether to make any recommendations to the Cabinet Member for Community Services in relation to any action taken by the petitioners

B - Key or Significant Cabinet/Cabinet Member Decision(s) for Recommendation or Endorsement

B1 Decision on proposed charitable trust model of delivery for Libraries, Registration and Archives Services for implementation following consultation (Pages 19 - 142)

To receive a report by the Corporate Director of Growth, Environment and Transport that asks Members to consider and endorse or make recommendations to the Cabinet Member for Community Services on a decision to be taken on a proposed charitable trust model of delivery for the Libraries, Registration and Archives Services for implementation following consultation

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Peter Sass
Head of Democratic Services
(01622) 694002

Tuesday, 12 May 2015

Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.

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KENT COUNTY COUNCIL

GROWTH ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

MINUTES of a meeting of the Growth Economic Development and Communities Cabinet Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Tuesday, 14 April 2015.

PRESENT: Mr M A Wickham (Chairman), Mr S Holden (Vice-Chairman), Mr A H T Bowles, Mr D L Brazier, Miss S J Carey, Mr B E Clark, Mr G Lymer, Mrs E D Rowbotham, Mr C Simkins and Mr A Terry (Substitute for Mr F McKenna)

ALSO PRESENT: Mr P B Carter, CBE, Mr M C Dance, Mr P M Hill, OBE and Mr R J Parry

IN ATTENDANCE: Mrs B Cooper (Corporate Director of Growth, Environment and Transport), Mr D Smith (Director of Economic Development), Mrs K Stewart (Deputy Director of Economic Development), Mr R Fitzgerald (Performance Manager), Mr R Gill (Economic Policy and Strategy Manager), Mr S Samson (Trade Development Manager), Mr M Scrivener (Corporate Risk Manager), Ms J Ward (Regional Growth Fund Programme Manager), Mr J White (Capital Project Officer), Miss T A Grayell (Democratic Services Officer) and Mr A Saul (Democratic Services Officer)

UNRESTRICTED ITEMS

63. Membership
(Item A2)

It was NOTED that Mr D L Brazier had joined the Cabinet Committee in place of Mr M A C Balfour.

64. Apologies and Substitutes
(Item A3)

Apologies were received from Mr Baldock, Mr McKenna and Mr Truelove.

Mr A Terry was present as a substitute for Mr F McKenna.

65. Declarations of Interest by Members in items on the Agenda
(Item A4)

There were no declarations of interest.

66. Minutes of the meeting held on 22 January 2015
(Item A5)

RESOLVED that, subject to the amendment of the date in paragraph 1 of Minute 56, from 16 April to 8 April, the minutes of the meeting held on 22 January 2015 are correctly recorded and they be signed by the Chairman.

67. Extraordinary meeting - 20 May 2015
(Item A6)

It was NOTED that an extraordinary meeting of the Cabinet Committee would take place on 20 May 2015 to discuss the proposed new model for Kent Libraries.

68. Verbal updates
(Item A7)

1. The Cabinet Member for Community Services, Mr P M Hill, gave a verbal update on the following issues:-

Libraries Consultation – this had ended on 8 April

Turner Contemporary/Dreamland - £1 million of funding from the private sector had been invested in Turner Contemporary. The Turner Contemporary Trust was making good progress in raising its own funding and was involved in innovative collaborations with Maze and jazz music. This success would encourage other arts into the Margate area. Dreamland would re-open on 19 June 2015, for which tickets were currently selling well.

Local Government Association Culture Conference on 3 March – Mr Hill had spoken at this conference on the subject of cultural commissioning.

2. The Cabinet Member for Economic Development, Mr M C Dance, presented a short video about the launch of the World Nano Foundation.

3. RESOLVED that the verbal update and presentation be NOTED.

69. Presentation by Greenwich University
(Item A8)

Professor Alan Reed, Director of Regional Development, Kent and Medway, and Dr Martin Davies, Director, Greenwich Research and Enterprise, University of Greenwich, were present for this item at the invitation of the Cabinet Committee.

1. The Cabinet Member for Economic Development, Mr Dance, introduced Professor Reed and Dr Davies and explained that they had been invited to make a presentation as part of a programme in which Kent universities would brief the Cabinet Committee on their work in supporting the economic development of the county.

2. Professor Reed and Dr Davies presented a series of slides and responded to comments and questions from Members, as follows:-

- a) in response to a question about the shared aims of the university and economic development, Dr Davies explained that there was a shared agenda. Universities had been affected by the Government change to funding arrangements in 2010, so some bold thinking was needed now to develop higher education in Kent. The Leader, Mr P B Carter, added that the County Council could increase work with Kent universities by sharing networks and building on the common ground which already existed. Professor Reed would undertake to look into how the University of

Greenwich could work more closely with the County Council to develop its links with education, eg by encouraging more visits from schools; and

- b) Professor Reed supported a view expressed that technical training for disciplines such as engineering could be resurrected, as this would revive a process which had previously been successful.
3. RESOLVED that the information given in the presentation and in response to questions and comments be noted, with thanks, and the good basis which was in place for future work be welcomed.

70. Manston Airport Under Private Ownership: the story to date and future prospects
(Item A9)

1. The Leader of the County Council, Mr P B Carter, introduced the briefing paper and responded to comments and questions from Members, as follows:-

- a) a programme of charter flights from Manston to the USA, which had run briefly in 2007 before being discontinued, would have exposed the County Council to a financial risk, which would have had to be underwritten. The service was considered not to be viable and the risk to the County Council too great, such that the Council had withdrawn its investment after a short time. Mr D Smith undertook to check the cost of this to the County Council, but estimated that it had been in the region of £100,000;
- b) a visit by the Cabinet Committee to Discovery Park had emphasised the importance of the proximity of Manston to other areas with economic development potential and the role it could play in supporting these. Mr Carter referred to the history of shared optimism about the viability of the future of Manston airport as a private airport and added that he had been disappointed by the lack of interest shown in Manston by the aviation industry in the UK and Europe;
- c) in response to a question about the County Council's level of investment in the Discovery Park, Mr Carter said he expected that there would be very little investment available from the Regional Growth Fund as this was now almost fully subscribed. Mr Smith confirmed this and added that the County Council had offered to contribute funding if a partner could put forward a business case, but no such proposal had come forward. He added that the County Council had, however, invested in the Thanet Parkway station, which was adjacent to Manston airport and could serve both that and the Discovery Park. The County Council had offered to administer government funding via the Local Enterprise Partnership (LEP) and was now waiting for applications for funds to come forward; and
- d) asked about the County Council's confidence in the directors of the Discovery Park to achieve their aim to achieve 4,000 local jobs, Mr Carter said that he was aware of two companies which were planning to or were ready to relocate to the site, providing between 400 and 600 jobs, and hoped that further future plans would soon be revealed.

2. RESOLVED that the information set out in the report and given in response to comments and questions be noted, with thanks.

71. Local Growth Fund - Governance arrangements

(Item B1)

1. Mr R Gill introduced the paper and explained that the County Council was responding to a recommendation contained within a recent review of governance for the South East Local Enterprise Partnership (LEP). This proposed the establishment of an accountability board, on the basis set out in the report, as the current governance arrangements were based on informal partnerships. Mr Carter added that the Kent and Medway Economic Partnership had stated its intention to apply to become a LEP for Kent and Medway, replacing the existing South East arrangements. Planning for and establishing governance arrangements had been fraught with difficulties, particularly in respect of the transport programme. Government funding would be spread over six years and would be dependent upon securing additional funding through developer contributions. In addition, the County Council was exposed to risk in respect of any overspend which might arise. It was therefore important that the County Council protect itself as far as possible by putting in place measures to ensure that its transport programme was delivered on time and on budget, and that regular reports were made to this Committee and to the Environment and Transport Cabinet Committee so progress could be monitored. Mr Carter also noted that the County Council had a proven track record of delivering several major transport schemes over the past 20 - 25 years.

2. Mr Carter, Ms Cooper and Mr Gill responded to comments and questions from Members, as follows:-

- a) in response to a question about the background to the current informal arrangements and how these might change in the immediate future, following the General Election on 7 May, Mr Gill explained that, when the Government had launched LEPs in 2010, there had been no clear, prescribed guidance for their governance, and no supporting legislation. Most LEPs had therefore been set up as informal partnerships. However, as more Government funding had been channelled to local projects via LEPs, more robust governance was required, and only a few LEPs still retained purely informal arrangements. Ms Cooper added that, as Kent had an extensive transport programme, it needed to be ready to move ahead promptly now as the first few transport schemes to be funded via the LEP were being considered by the Environment and Transport Cabinet Committee;
- b) in response to a comment that the LEP arrangements had been unworkable from the outset and that measures added to try to improve them had only added complexity, Mr Carter said that a Kent and Medway LEP could help to resolve this and would still be one of the largest LEPs in England. However, within the current LEP structure, the proposal within the report offered a workable solution;
- c) another speaker emphasised that the proposed Joint Committee would make an important contribution to devolution as it would support and strengthen local decision-making about local funding; and

d) Mr Gill clarified that the accountability board would be established and work alongside the LEP and would not replace it.

3. The Chairman proposed, and it was generally agreed, that regular update reports be made to this Committee to allow it to monitor the working of the new partnership arrangements.

4. RESOLVED that:-

a) the decision proposed to be taken by the Leader of the Council, to agree to the establishment of a Joint Committee together with East Sussex County Council, Essex County Council, Medway Council, Thurrock Council and Southend-on-Sea Borough Council, for the purposes of the management of the Local Growth Fund and other funds which may be directed by Government to the South East Local Enterprise Partnership, subject to the continuation of that Partnership, and subject to further consideration at County Council on 21 May, be endorsed; and

b) regular update reports be made to this Committee to allow it to monitor the working of the new partnership arrangements.

72. Southborough Hub

(Item B2)

1. The Cabinet Member for Community Services, Mr M Hill, introduced the report and set out briefly the background to the current proposal, which was being supported jointly by Southborough Town Council, Tunbridge Wells Borough Council and Kent County Council. Mr White added that the Memorandum of Understanding, included in the agenda papers, was due to be signed by participating Councils very shortly. He clarified that the Project Board set up to develop the proposal included one elected Member from each of the three Councils, including Mr Hill for the County Council. Upon completion, the freehold ownership of the hub would transfer to the Town Council and the library would be leased to the County Council on a long term peppercorn lease. The County Council would retain ownership of the football pavilion and would sell off the old library site. In response to a question, he explained that the medical centre was not part of the hub but rather would be part of the enabling development and would help to attract additional footfall to the area.

2. The Cabinet Member and officers were congratulated on putting together and bringing forward a very complex development project, which had met with the general support of the Committee.

3. RESOLVED that the decision proposed to be taken by the Cabinet Member for Community Services, to support the delivery of the community hub in Southborough by agreeing to incorporate the library service within the project, and to support the nomination of the Cabinet Member for Community Services within the Memorandum of Understanding as the designated representative to vote on all such necessary matters, be endorsed.

73. Growth Environment and Transport Directorate Business Plan (2015/16)

(Item C1)

1. Ms Cooper introduced the Business Plan and explained that it was 'owned' by the Cabinet Members for Economic Development, Community Services and Environment and Transport. The Business Plan had built on the Strategic Priority Statements drafted last year and, in turn, would help shape the Committee's forward plan of work. The case studies included in the plan reflected the interest expressed by Members in previous discussions. In response to a question about how engagement with universities could support the economic development of the county, Ms Cooper explained that this could be added to the chart setting out strategic and supporting outcomes included in the report.
2. The Chairman, Mr Hill and Mr Dance commented that the plan was clear and easy to read, and gave a good overview of, and strategic support to, the business of the Directorate. Mr Dance commented that economic development was evident throughout the document as it covered the whole scope of the Directorate, and that he was keen to see the next level of detail of performance targets.
3. RESOLVED that the draft Directorate Business Plan be welcomed and that it be noted that the final plan would be published online in May 2015.

74. European Union funding Programmes 2014-20 - Kent projects and schedule of Calls

(Item C2)

Mrs K Stewart, Deputy Director of Economic Development, and Mr S Samson, Trade Development Manager, were in attendance for this item.

1. Mrs Stewart and Mr S Samson introduced the report and responded to comments and questions from Members, as follows:-
 - a) in response to a question about co-ordinating with district councils and other bodies, Mrs Stewart and Mr Samson explained that the County Council worked with its existing partnership network to identify projects for funding. The team was working to extend its networks and offer support, not only across County Council Directorates but to partners, in generating leads for further projects. Mrs Stewart offered to advise one speaker outside the meeting about a specific example of partnership working;
 - b) Mr Dance agreed with a view expressed that the County Council should be pro-active in finding partners with whom to work, and explained that the links it had made with the University of Greenwich were an example of this.
 - c) Mrs Stewart explained that, although bidding for European funding was complex, there was a strong fit between the Europe 2020 Strategy and the County Council's strategy for growth, and hence a real opportunity for the Council to consider European investment to help deliver KCC core priorities. Mr Samson added that the Council would seek to support

partners in navigating the complexities of any bidding process as far as possible; and

d) the Chairman added that economic development officers could help other County Council Directorates to explore European funding for a range of project priorities.

2. RESOLVED that the progress of the Economic Development Division in identifying projects and developing bids which reflect the County Council's priorities be noted and welcomed.

75. Regional Growth Fund Programme and Framework for Monitoring Report
(Item C3)

1. Ms J Ward introduced the report and responded to comments and questions from Members, as follows:-

a) the report was welcomed as a useful and valuable measure of current progress on delivery and performance. The format of the report provided information on the totality of the funding portfolio, and the level of monitoring returns and values. It also contained the totality of repayments to date against targets; and

b) it was suggested that future reports set challenging performance targets for each risk indicator. Mr Carter added that the County Council was very stringent in applying ratings and reporting any shortfall in performance but it was equally important to understand the reasons for a monitoring return being rated as red; it could be simply that no return had been completed for that quarter.

2. RESOLVED that the information set out in the report, and given in response to questions, be noted, and the framework for future reports be agreed.

76. Work Programme 2015
(Item C4)

1. The Chairman referred to a comment made earlier in the meeting about the placing of presentation items relative to other business on the agenda, so all business received appropriate attention. He undertook to consider this at future agenda settings when the running order of business was being discussed.

2. RESOLVED that the Cabinet Committee's work programme for 2015/16 be agreed.

77. Performance Dashboard
(Item D1)

1. Mr R Fitzgerald introduced the report and highlighted the large number of items showing performance rated green. He emphasised that Kent's rate of economic growth was relatively strong when compared to the national rate. He responded to comments and questions from Members, as follows:-

- a) data on the performance of new projects in the Regional Growth Fund, mentioned in previous reports, would be added to the dashboard as soon as it became available, quarterly, and more detailed reports on the progress of these projects would be prepared for this Committee. Mr Smith added that the three current Regional Growth Fund projects were almost 100% on target and that targets would shortly be set for the next phases of these projects.

2. RESOLVED that the information set out in the report, and given in response to comments and questions, be noted.

78. Risk Management - Strategic Risk Register
(Item D2)

RESOLVED that the information set out in the report be noted.

79. Information on a Key Decision
(Item E1)

RESOLVED that the information set out in the report, about an urgent key decision taken by the Leader of the County Council on 16 February 2015, to award a loan of £1,021,000 to an applicant, be noted.

From: Mike Hill, Cabinet Member for Community Services
 Angela Slaven – Director of Improvement, Education and Young People’s Services

To: Growth, Economic Development and Communities Cabinet Committee – 20 May 2015

Subject: Save our Public Libraries - Petition Scheme Debate

Classification: Unrestricted

Summary: Details of petition received which will be the subject of a debate in accordance with the County Council’s Petition Scheme.

For Decision

1. Introduction

(1) In accordance with the Petition Scheme agreed at the County Council on 13 September 2012, any petition on a County Council matter that has more than 2,500 signatures will trigger a debate at the appropriate Cabinet Committee.

(2) The process for the debate on each petition is that the Lead Petitioner(s) will be invited to speak to the petition for up to 5 minutes. There will then be a debate of up to 35 minutes (with each Member speaking for up to 3 minutes) before the Cabinet Member for Community Services is invited to respond for a maximum of 5 minutes at the end of the debate to advise the Cabinet Committee how he intends to respond to the petitioners’ concerns.

(3) As the subject matter of this petition relates to a matter that is the responsibility of the Council’s Executive, the Cabinet Committee may decide whether to make a recommendation to the Cabinet Member for Community Services to inform the decision-making process.

2. Petition – Save Our Public Libraries

(1) A petition prompted by Kent County Council's plans to handover the remaining Kent Libraries, Registration and Archive Service to a charitable trust has been received. The petition says

“We the undersigned petition the council to show pride in Kent's public libraries. We, as residents and/or people who work or study within the county, oppose cuts and closures to Kent’s Library Service. We demand that KCC councillors ensure that this integrated network of 99 libraries continues to be:

- free and open to all with current levels of local accessibility and opening hours maintained or improved;*
- run by professional librarians and appropriately remunerated staff - with volunteers providing additional support ; and*

- *democratically accountable to elected councilors (on operational and statutory matters) and bound by Freedom of Information.”*

(2) The petition has attracted 3,775 signatures from people who live, work or study in Kent and therefore has triggered a debate at this Cabinet Committee.

A statement from the Lead Petitioners, is attached (**Appendix 1**) and Mr Stainton will be attending the meeting and speaking to the petition.

3. Recommendation

The Cabinet Committee is invited to consider whether to make any recommendations to the Cabinet Member for Community Services in relation to the action taken by the petitioners.

Report Author

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Background Documents: None

Petitioners' statement to Growth, Economic Development and Communities Cabinet Committee (20 May 2015)

Kent IS its local communities. The 'glue' that sustains these communities must be maintained.

Libraries – as providers of learning, enjoyment, well-being, buffers to isolation and alternatives to relentless consumerism/materialism, as well as essential access to services and opportunities for many of all ages and from every background – are a vital element of this. Our collective investment in a thriving future for Kent, social and economic, is demonstrated by 99 libraries, free and open to all. They are symbols of democracy and belief in a good society.

The population is aging, shared public space/facilities have declined, constant change/updating skills and knowledge is expected, inequality grows, loneliness is exacerbated by the internet; libraries should be developed as community hubs offering a widening range of information and communication based services. KCC has achieved efficiency and cost effectiveness (whilst incorporating registration, internet and other innovations) maintaining high user satisfaction and community support. This shared and democratically-accountable success should not be undermined by 'privatisation'.

The 'Trust' consultation understated risks and was ambiguous about 'independence'. It hid the extra costs of a trust (and KCC's monitoring/compliance), falsely suggested a trust would easily raise new money (which for a basic service it would not) and misled about increased public influence (nothing about 'how' or the loss of our current democratic representation). Cllr Mike Hill acknowledged (Gazette, 18.09.14) *"it will be a matter for the Trust whether it wants to maintain Kent's 99 libraries"*; yet this was not reflected in the tone or substance of the proposal on which residents were invited to comment.

The 'Save our public libraries' petition offered precise statements. The unusual ease of gathering signatures (in the necessarily- limited number of face-to face situations it could be offered) revealed VERY high public support. If offered in every library as part of the consultation, its pro-KCC message to continue its responsibility/running of the library service and avoid cuts and closures would have been overwhelming. Local people didn't agree with the consultation document that losing 'public' resources (developed/paid for by many generations) is an insignificant change. The most common response was 'It's the thin end of a wedge'.

Despite requests, no actual examples have been given/found (up to submission) of positive examples of trusts that are even responsible for a comparable service (ie 99 libraries spread across a large county) let alone any that have gained approval from users and communities for cost-effectiveness, efficiency and customer satisfaction close to that achieved to date by KCC.

KCC gave assurances that the consultation preceded any decision. The Committee is asked to show it has listened by RECOMMENDING that:

- I. the petition statements are adopted by KCC as criteria against which any proposal is evaluated;
- II. as libraries are local to every KCC councillor, any final proposal is subject to a public agenda debate in full council;
- III. use of reserves (or reductions in continuing payments into reserves) is considered to avoid cuts to the library service;

IV. no 'privatisation' of Kent's much-valued public library service is undertaken prior to it being 'tested' in 2017 election manifestos.

From: **Mike Hill, Cabinet Member for Community Services**
Barbara Cooper, Corporate Director Growth, Environment and Transport

To: **Growth, Economic Development and Communities Cabinet Committee – 20th May 2015**

Decision No: **15/00047**

Subject: **Decision on Proposed model of delivery for Library, Registration and Archive services**

Classification: **Unrestricted**

Past Pathway of Paper: **N/A**

Future Pathway of Paper: **Cabinet – 1st June**

Electoral Division: **All**

Summary:

This report highlights the findings of the recent consultation and parallel workstreams into a proposed delivery model of a charitable trust for the Libraries, Registration and Archives (LRA) service and makes recommendation for the way forward.

Recommendation(s):

The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Community Services on the proposed decision to agree to retain the service in-house until such time as the Registration Service can be externalised and form part of an integrated Libraries, Registration & Archives trust. At that time a new decision would be required; and in parallel the in-house service will be internally commissioned against an agreed specification and deliver the required Medium Term Financial Plan (MTFP) savings. KCC will push for the necessary legislative change which will enable the full benefits of an integrated LRA service in an externalised model to be realised.

1. Introduction

1.1. The Libraries, Registration and Archives service (“the LRA service”) was selected as one of the phase one reviews of the Facing the Challenge Transformation Programme. On the 12th January 2015 public consultation commenced on a preferred option for the establishment of a Charitable Trust to deliver the LRA service (“The Trust Model”).

1.2. During the consultation period parallel workstreams were undertaken relating to the governance model, property, financial and legal implications, HR and

equality impacts of the proposal as well as starting to draft a service specification. Discussions with the General Register Office (GRO) the statutory regulator for Registration services were also progressed.

1.3. This report provides detailed results from the consultation exercise. It also provides an update on recent discussions with the GRO, the outcome of which has led to the proposal to agree to the principle of a trust model but implement when the legislative framework allows the full LRA service to transfer to a Trust. This later transfer would be subject to a future decision. Meanwhile, the in house service will be internally commissioned to transform and to deliver an outcomes focused service governed by a specification and the MTFP savings.

2. Background information

2.1. The LRA service is primarily a statutory and highly valued public service delivered in Kent through a network of 99 libraries, 6 Register Offices, 11 mobile libraries, an archive centre containing over 14km shelving of historic archive documents and the stock distribution and support function building at Quarrywood, the information service comprising the public 'Ask a Kent Librarian' service, the KCC member information point and the 24 hour accessible online services. The LRA service also delivers the record management service on behalf of KCC. The service employs approximately 600 permanent members of staff.

2.2. In performance terms, over the last financial year the service had 5,214,271 library issues, 117,354 e-book issues, 179,261 active borrowers, conducted 17,947 initial birth registrations, 14,326 initial death registrations, 5,357 ceremonies, issued 15,285 copy certificates, 11,906 archive documents accessed from our search room and 8,229 archive documents accessed digitally, and the website had 752,965 web hits.

2.3. In 2013, the Registration Service was integrated into the Library and Archive service. This is the first and only such model in the UK. This has achieved significant annual financial efficiencies of £600k as well as an improved and integrated service for Kent residents and businesses increasing the number of locations to register births and deaths from 6 to 28.

2.4. The service has a strong record of delivering savings and transformation and has achieved approximately £6m savings since 2007. This has been through a variety of initiatives including the introduction of self-service in libraries and improving processes such as electronic ordering of library stock from suppliers.

2.5. KCC's Medium Term Financial Plan includes savings of £3.27m for the period 2014-2017 for the LRA service. Of this, £1.32m has already been achieved through a recent management review, increase in the Registration income and a review of the Archive service. The balance of £1.92m is to be achieved through further service transformation irrespective of the delivery model.

2.6. The Facing the Challenge Transformation Team, supported by service managers and other professional experts, reviewed a wide range of options for the future delivery of this service including:

- The charitable trust
- Continuation of the current in-house model but with further transformation
- Outsource to an external provider
- Joint venture with an external provider.

2.7. The charitable trust was selected as the preferred model for securing the future of the LRA service. In researching potential options in-depth discussions took place with a number of different councils and various groups. Following this review a set of criteria were agreed against which to evaluate the options for the future delivery of the LRA service. The options appraisal process was set out in a document that was available during the consultation.

2.8. The objectives underpinning the transformation of the service include:

- To ensure KCC continues to meet its statutory obligation in relation to LRA Services.
- To ensure the key role LRA services play in local communities continues to be safeguarded and can be enhanced with local communities being meaningfully engaged leading in turn, to innovation and creative solutions.
- To deliver a sustainable service for KCC that will be customer focused, provide efficiencies and opportunities for growth in a rapidly changing environment.

2.9. The preferred model was endorsed by the Growth, Economic Development and Communities Cabinet Committee in September 2014 with the recommendation that the proposal should be tested through public consultation.

3. Consultation

3.1. Public consultation commenced on 12th January and ran for twelve weeks concluding on 8th April 2015. Residents of Kent were asked to comment on a) the proposed mission for the service and b) the proposed trust proposal.

3.2. All the options that were considered as part of the review were included in the public consultation.

3.3. During the consultation period access to the relevant documents was made available via the kent.gov website as well as all LRA service points. Anyone submitting a return could send these to us online or via a Freepost address. In addition 27 public roadshows were run across the county in a variety of locations including libraries and shopping centres where customers could

come and discuss the proposals with LRA service managers. A set of 'Frequently Asked Questions' and answers was provided and updated during the consultation. A copy of the consultation document, the 'Frequently Asked Questions' and a copy of the locations of the roadshows can be found at www.kent.gov.uk/lraconsultation

- 3.4. Throughout the consultation, care was taken to give residents an opportunity to see and respond to the consultation materials.
- 3.5. The consultation was managed by an external company - Lake Market Research - and their full report into the findings is included in Appendix B which includes a full breakdown of promotional activity that took place.
- 3.6. The consultation received a good response with 2,143 responses received, which included 1,969 from individuals and 30 from public sector partners (including parish councils), and 59 from voluntary and community groups. The overwhelming majority of responses were from existing users with 92% of responses from those who had used the service in the last month. There were no identified responses from any alternative providers.

4. **Summary results of the consultation**

- 4.1. The proposed mission statement proposed for the service going forward was; *"We have a statutory duty to provide most of our services. However, our mission is to go beyond this duty. We strive to continually affect people's lives in a positive way and deliver services for every community in Kent, with some specially targeted to help those who need it most. We see our mission as: to continue to support local people throughout their lives, to adapt, and improve library, registration and archive services in Kent, so that we continue to meet the changing needs of local communities, to make sure we are as efficient and cost effective as possible, where appropriate, use the latest technology to benefit Kent's resident's. This mission will continue to be at the heart of Library, Registration and Archive services, whatever delivery model we choose for the future"*.
- 4.2. With regard to the mission statement, 52% of people strongly agreed or agreed with the proposed mission statement, 30% strongly disagreed or disagreed with 14% neither agreeing nor disagreeing.
- 4.3. On the key question of the proposal to establish a charitable trust 38.6% strongly agreed or agreed with the proposal and the freedom and flexibilities that could be provided by a trust model. Of those individuals who did agree with the proposal 60% felt this was the best option of the alternatives to protect and expand services 13% said that it would provide access to additional funding, 9% that it made sense/a sensible suggestion and 9% responded saying that it offered flexibility and the freedom to move forward.
- 4.4. 14% of respondents neither agreed nor disagreed. Whilst 42.7% of respondents strongly disagreed or disagreed with the Trust proposal with the

key concerns being accountability and the future role of KCC; decision making regarding changes to the service including closures; future funding and set up costs; use of volunteers particularly in regard to professional staff; and the quality and future of the archive service. Potential mitigations for each of these issues are examined in more detail in Appendix C.

4.5. Respondents were also asked to suggest anything that they would want the service to deliver that it does not currently. Of those who responded 21% wanted no additional service or wanted to guarantee the current high quality of services delivered. Other suggestions included having space for community activities, lectures, cafés, and other services and expanded IT. All options will be considered in shaping the future direction of the service whether in-house transformation or in an external trust.

4.6. A range of suggestions were put forward for how else the savings could be achieved. While 63% of consultees left this question blank of those who did respond 50% wanted the service to remain KCC run. A number of other alternatives were also put forward and these are examined in Appendix D.

4.7. The results represent a very balanced response. Respondents were very clear in their support for both the service and the staff but were quite evenly split between the proposed move to a Trust or retaining the service in house.

4.8. During the consultation period a public petition was submitted which collected 3,772 signatures and in accordance with KCC procedures is included on the agenda of the Growth, Economic Development and Communities Cabinet Committee on the 20th May 2015.

4.9. The petition is calling for KCC to; “Ensure that this integrated network of 99 libraries continues to be:

- Free and open to all with current levels of local accessibility and opening hours maintained or improved;
- run by professional librarians and appropriately remunerated staff – with volunteers providing additional support; and
- democratically accountable to elected councillors (on operation and statutory matters) and bound by Freedom of Information.”

5. Registration Service Implications

5.1. We have had positive and engaged discussions with the GRO to explore new ways of working and a potential pilot approach to support our proposed model. Despite best efforts, and, on receipt of legal advice the GRO have had to conclude that Registration Services cannot be externalised without new primary legislation.

5.2. The GRO has acknowledged that the national legal framework surrounding the operation of the Registration Service is not ‘fit for today’ and can see merits in changes.

5.3. The integrated nature of the LRA service means the only way to progress to a trust model before legislative change would be to separate Registration from the Libraries & Archives service. The separation of the services would require a detailed staff restructure, staff consultation and create a period of instability while new structures are put in place. There would also be financial implications – see Section 7 for further detail.

6. Property Implications

6.1. The LRA property portfolio reflects a range of freehold and leasehold properties. A move to a trust will require specific lease arrangements for each of the 100+ properties from which the LRA service is delivered.

6.2. If the service is transferred to a Trust, then it is intended that all current library and archive properties will continue to be occupied by the Trust and used for delivery of the service. The Trust will need freedom to maximise the use of the asset, to make minor improvements/decoration to the properties and to be able to make changes that can improve the delivery of the service to customers as well as increase the income generating potential. For example the trust may want to change the use of part of the premises.

6.3. One of the benefits to the trust model is that the trust, subject to achieving charitable status would be eligible for mandatory relief on business rates (saving estimated at 650K) - for this they must be the rateable occupier and will require Leases or Underleases of the properties.

6.4. Preliminary work reviewing existing freehold and leasehold properties has commenced. However significant further work is required to confirm the lease arrangements and the opportunities to drive income generation.

7. Financial Implications

7.1. The table overleaf provides a summary of the financial projections for the proposed Trust model based on the separation of Registration Services from Libraries and Archives compared to an in-house transformation. This table allows for some projections for savings beyond the current MTFP and are not as yet confirmed.

Summary 2015-2021	2015 – 2021 Trust		2015 – 2021 In-House	
	£	£	£	£
Savings				
Savings delivered prior to Transfer to Trust	- 1,275,000		- 1,275,000	
Savings target for "future model" to deliver	- 3,149,707		- 3,149,707	
NNDR Saving - Charitable Status Achieved	- 650,000		-	
Savings on KCC Corporate Overheads	- 1,899,704		- 1,899,704	
Total Forecast Savings		- 6,974,411		-6,324,411
Pressures				
Staffing Costs - Registration Service Re-structure	480,179 ¹			
Price Pressures / Base Budget Adjustments	519,571		501,600	
On-going Pressures Trust Option	130,000			
Total Forecast Pressures		1,129,750		501,600
Forecast Net Savings		- 5,844,661		-5,822,811

1 Once legislation is passed this cost will not apply to the transfer of the whole service to a trust.

7.2. There will be implementation costs associated with a transfer to a trust model and these will be detailed in a future report at the time of decision.

7.3. A key aim of the transformation is to create a sustainable platform for the future of this service and to do this the service however delivered will need to explore opportunities for creating new revenue streams; cost savings alone will not bridge the financial gap.

7.4. As detailed in the consultation evaluation a number of ideas were put forward by members of the public for additional services that could generate income including merchandise and cafes. In addition, external consultants were commissioned to perform a desk based analysis of ways for a library and archive service to generate income based on activities of other UK and international authorities. Using a set of high-level assumptions which have been reviewed by KCC, revenue projections attached to those business opportunities may range from £0.4m to £0.8m. Before implementing any of these potential opportunities, a more detailed validation exercise to test and refine the assumptions as well as identifying start-up costs, operational costs

and feasibility of these options will be required. These opportunities can be explored whether the service is delivered in-house or through a trust model.

7.5. A key priority going forward will be to develop a more commercialised service model and ensure staff are equipped to deliver a strong customer focus and offer services that meet a changing customer need. The LRA service has already delivered efficiencies and through the work involved in moving to a trust has developed knowledge and skills that can be used in transforming LRA.

8. Implications and Proposed next steps

8.1. The consultation results have served to give the County Council confidence to proceed with the Trust model. While the potential benefits of the Trust remain the analysis of the costs and service impact associated with the separation of Registration Services provides sufficient grounds that to proceed to a Trust at this point in time would not be in the best financial interests of KCC.

8.2. It is therefore proposed to move forward with the proposed Trust model when the necessary legislative change has been enacted to allow the full benefits of a Trust model to be realised. We will continue to press the General Register Office to progress the required legislative changes as quickly as possible.

8.3. The In-house service will be internally commissioned and will continue to be transformed and will deliver the required level of savings as identified in the current MTFP. KCC is becoming a commissioning authority and in support of this approach a service specification has been developed for the LRA service and the in-house service will be commissioned to deliver against this. The specification will outline the outcomes required and the minimum standards of performance. It will also directly reflect the recently agreed KCC strategic commissioning outcomes framework. This will detail how the service will;

- Deliver KCC's statutory obligations and satisfy the needs of the people of Kent;
- listen to local communities and provide modern, innovative services and utilise new technology to provide a service centred on their needs;
- grow the business: evolving and adapting to meet new challenges and opportunities;
- inspire the people of Kent to enrich their lives through the services we provide;
- deliver the services as efficiently as possible maximising value for Kent residents; and
- continue to develop and maximise use of our network of welcoming spaces for local communities.

8.4. The service transformation work will continue. When the necessary legislative change is achieved that will allow the full integrated services to be transferred

to a trust, all information will be updated and presented for a full decision on whether a Trust model should then be implemented.

8.5. The In-house transformation will facilitate a move to a trust and will build on the stated objectives and benefits of the trust model namely:

Key Benefit of the proposal	How we will progress
Income generation and grant funding opportunities explored	The opportunities for income generation can be progressed regardless of the model.
Greater community involvement	The service will engage more with customers (potential and actual) and user groups. The results of the consultation will be used to focus services around the needs of the customer for now and the future.
Maximising potential of the assets	The service will continue to work with property to explore opportunities for greater asset collaboration as well as use of the buildings outside of service hours. The role of the library as a true community asset will continue to be explored with local communities.
Focus on outcomes for customers	The service specification will be finalised and will be tested with customer focus groups before being agreed. The service will then be commissioned internally to deliver to the specification and performance monitored and reported.

9. Legal implications

9.1. Detailed legal advice has been taken from external solicitors who have worked closely with Legal Services. There are key legal issues that need to be considered and set out below is a summary of the legal advice provided by Kent Legal Service and the external solicitors.

9.2. KCC must ensure that the preferred option for the LRA service as a whole enables KCC to meet its statutory and fiduciary duties within the context of the financial challenges and its need to balance its budgets for each service in the short to medium term.

9.3. The proposed type of contract for the services between KCC and the trust is a concession contract. This is a type of contract which transfers some or all trading (i.e. income) risk to the contractor/concessionaire. The income must not all be from KCC pursuant to the contract. If the contract with the trust is not a concession contract the law requires that KCC would need to engage in

an open procurement exercise - it should also be noted that the route of awarding a concession contract for a contract of this size without an open competition will not be available once further changes to the procurement legislation are implemented, probably in early 2016. There are also legal hurdles in expecting a trust to take support services from KCC and any decision on whether to externalise to a trust ought not to be made in reliance on this as a requirement.

9.4. The GRO has now confirmed that it has legal advice that under current legislation KCC is not able to externalise the Registration service. It is considered on the basis of this that Registration cannot therefore be externalised within KCC's planned timeframe.

9.5. Members must consider the Council's statutory duty to provide a comprehensive and efficient library service for anyone wishing to make use of it. In order for a library authority to form a rational view of whether a proposed level of service is comprehensive and efficient, it must consider the needs that the library service has to meet taking into account all relevant factors.

9.6. The Council is required to fulfil its public sector equality duty contained in the Equality Act 2010 when carrying out its statutory functions, including its library function. Members should also consider the Social Value Act 2012 in tandem with the Duty of Best Value contained within the Local Government Act 1999 and the Council's fiduciary duties.

9.7. The Council has carried out extensive consultation as identified in section 3 above. Members must consider all of the feedback gathered during the consultation and the community issues that emerge from the Equalities Impact Assessment. Members must take all comments and alternative proposals into consideration when making a decision, and consider them carefully and reasonably, but is not obliged to reject or follow any particular recommendation when taking a decision. KCC must ensure that the decision is based on a proper consideration of all relevant considerations and not irrelevant and/or improper considerations.

10. Equalities implications

10.1. As a result of the consultation the initial Equalities Impact Assessment (EIA) for the trust proposal has been updated and is included as Appendix E. The proposal to keep the service in-house raises no new equalities implications. Any future changes will be subject to separate Equalities Impact Assessments.

10.2. Members are asked to note the findings of this assessment.

11.Key Risks

11.1The key risks of awaiting for the necessary legislative changes and progressing in-house transformation include;

Risk	Potential mitigation
KCC in-house is unable to achieve the necessary level of savings	Through the work that has taken place a range of options will be pursued to achieve the necessary savings including the income generation opportunities identified.
The concessionary contract route is not possible when the proposal can be implemented.	If decide to progress the Trust model in the future it is likely that a competitive procurement process may have to be run.

12.Recommendation(s):

The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Community Services on the proposed decision to:

12.1.Agree to retain the service in-house until such time as the Registration Service can be externalised and form part of an integrated Libraries, Registration & Archives trust. At that time a new decision would be required

12.2.In parallel the in-house service will be internally commissioned against an agreed specification and deliver the required MTFP KCC will push for the necessary legislative change which will enable the full benefits of an integrated LRA service in an externalised model to be realised.

13.Background Documents

Facing the Challenge: Phase 1 Service Review and Market Engagement Outturn Report – report to KCC Annual Meeting 15th May 2014 (see <https://democracy.kent.gov.uk/documents/g5522/Public%20reports%20pack%2015th-May-2014%2010.00%20County%20Council.pdf?T=10>)

Minutes of the KCC Annual Meeting 15th May 2014 (see <https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=113&MId=5522>)

Report to GED cabinet Committee for 16th September 2014 meeting (see <https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=833&MId=5652&Ver=4>)

14.Contact details

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15.Appendix

Appendix A- Proposed Decision Sheet

Appendix B- Lake Market Research Report

Appendix C- Response to consultation: concerns & mitigation

Appendix D- Response to consultation: Alternative proposals analysis

Appendix E- Updated Equalities Impact Assessment

Appendix A - KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Mike Hill, Cabinet Member – Community Services

DECISION NO:

15/00047

For publication or exempt – please state

Subject:

To seek a decision on the proposed model of delivery for Library, Registration and Archive services.

Decision:

As Cabinet Member for Community Services, I agree to retain the service in-house until such time as the Registration Service can be externalised and form part of an integrated Libraries, Registration & Archives trust. At that time a new decision would be required

In parallel the in-house service will be internally commissioned against an agreed specification and deliver the required MTFP KCC will push for the necessary legislative change which will enable the full benefits of an integrated LRA service in an externalised model to be realised.

Reason(s) for decision:

Affects more than one electoral division.

Cabinet Committee recommendations and other consultation:

The matter was discussed at GED Cabinet Committee in September 2014 and the proposal to move to public consultation was endorsed.

A further report summarising the outcome of the public consultation, the implications for finance, HR and property as well as the proposed next steps will be discussed at GED Cabinet Committee on 20th May 2015 and any comments will be added here after the meeting.

In addition a twelve week public consultation took place from 12th January until 8th April 2015.

Any alternatives considered:

The charitable trust was selected as the preferred model for securing the future of the LRA service. In researching potential options in-depth discussions took place with a number of different councils and various groups. Following this review a set of criteria were agreed against which to evaluate the options for the future delivery of the LRA service. This options appraisal process was set out in a document that was available during the consultation.

All the options that were considered as part of the review were included in the public consultation.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

None

.....
signed

.....
date

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KENT COUNTY COUNCIL LIBRARIES, REGISTRATION AND ARCHIVES SERVICE CONSULTATION

Prepared by Lake Market Research for Kent County Council

Date: 11th May 2015

This report complies with ISO: 20252 standards and other relevant forms of conduct



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1. RESEARCH CONTEXT

1.1 BACKGROUND AND RESEARCH DESIGN

Kent County Council's Libraries, Registration and Archive Service launched a public consultation on the future of the service on the 12th January 2015. The Consultation document featured sixteen pages of A4 (see Appendix A for full text) detailing:

- A foreword written by Mike Hill, Cabinet Member for Community Services
- An overview of what the current Libraries, Registration and Archive Service delivers across Kent
- The Libraries, Registration and Archive Service's mission for the future
- The need for change to the service
- Options that have been considered with regard to change
- A more detailed look at KCC's preferred option to establish a Charitable Trust
- An Appendix noting the outcomes of the qualitative findings conducted prior to the Consultation

The consultation questionnaire was designed by Kent County Council and featured a number of open ended questions together with five closed questions:

1. *Having read Kent County Council's mission for the future of its Libraries, Registration and Archives, which of the following statements best describes your thoughts? (Strongly agree/Agree/Neither agree nor disagree/Disagree/Strongly disagree/Don't know)*
2. *If there are any other services you would like to suggest or anything you would like to see the Libraries, Registration and Archive service deliver that it doesn't at present (Free text)*
3. *Having read Kent County Council's proposal to establish a charitable trust, which of the following statements best describes your thoughts? (Strongly agree/Agree/Neither agree nor disagree/Disagree/Strongly disagree/Don't know)*
4. *Please let us know the reasons for your choice (Free text)*
5. *Which of the following statements best describes the impact you feel the proposed charitable trust model will have on you/your organisation? (The proposed changes will not affect me/my organisation / The proposed changes will have some impact on me/my organisation / The proposed changes will have a significant impact on me/my organisation / Don't know)*

6. *If you feel that the proposed changes to the Library, Registration and Archive service will have some or a significant impact on you/your organisation, whether positive or negative, or you have any other comments you wish to make, please provide details (Free text)*
7. *If you have any alternative ideas of how we should deliver the Library, Registration and Archive service or if you consider any of the other options to be preferable, please tell us? (Free text)*
8. *When did you last use the Library, Registration and Archive Service (In the last month/between 2 and 6 months/between 7 and 12 months/more than 12 months)*
9. *If you have not visited the service in the last 12 month, please tell us why (Free text)*
10. *We have completed an Equality Impact Assessment and we welcome your views on the assumptions we have made. (Free text)*

1.2 METHODOLOGY

Consultees were invited to submit their views on the proposals via each of the following channels:

1. An online questionnaire featured on the kent.gov website
2. In paper form via any of the Library, Registration and Archive buildings themselves
3. At a series of roadshow events across Kent at libraries and town centres

The consultation period ran for a period of twelve weeks from 12th January to 8th April 2015 (allowing a little extra time due to the Easter holiday period). All paper questionnaires received by 15th April were reviewed and processed by the data entry team at Lake Market Research. These questionnaires were then combined with the online responses received at Kent County Council to produce overall statistics for this report.

42 Easy Read versions of the questionnaire were returned in total.

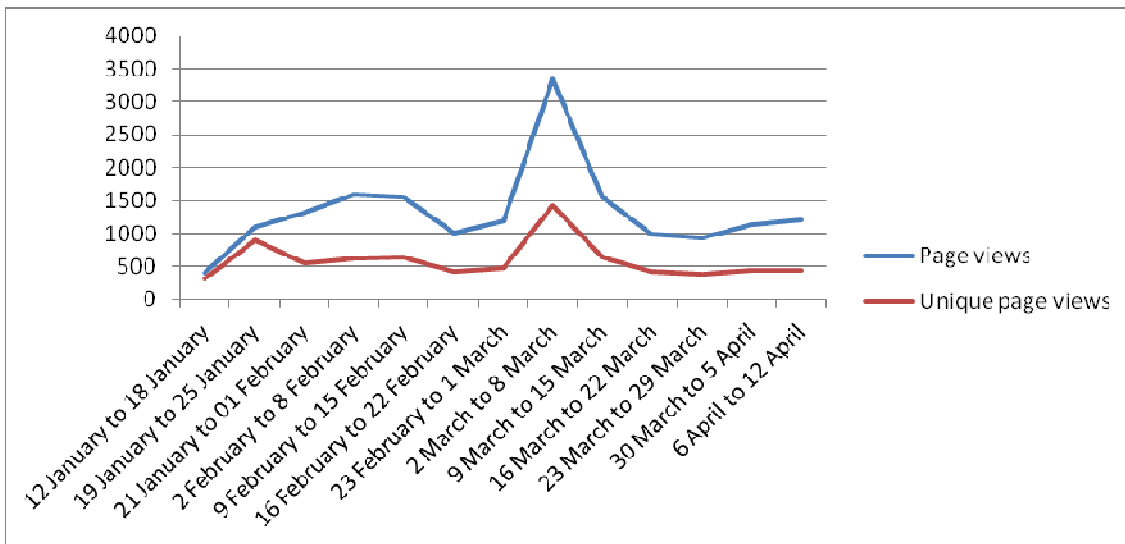
Emails / letters were also sent directly to Kent County Council by Individuals as well as Groups / Organisations in response to this Consultation. These have been reviewed to ensure consistency with the findings of the questionnaire and some of the free text comments received have been included in this report.

1.3 CONSULTATION REACH

Throughout the consultation, relevant pages on the Kent County Council website carried promotional messages and banners encouraging people to take part and share their views:

- Kent.gov homepage banner from 12th January to 15th March
- Libraries landing page banner and link from 12th January to 8th April
- History and heritage landing page banner from 12th January to 8th April
- Registrations landing page banner from 12th January to 8th April

The main call to action was to visit the Libraries, Registration and Archives consultation pages at the online consultation directory, where residents could access the key documents and fill in the online consultation form. The below chart summarises the number of views obtained (both in total and uniquely):



Visitors to the consultation pages peaked in the first half of March (consistent with an internal mailout to Libraries' customers who had opted in to receiving marketing updates).

Weekly tweets were also sent out via @kent_cc, Kent County Council's corporate twitter handle.

Libraries, Registration and Archive staff encouraged customers to take part in the consultation. All service points carried promotional posters and fliers. In addition to this, the 20 highest footfall Libraries in Kent displayed pull up banners encouraging people to take part in the consultation.

12 roadshow events were publicised on the Kent County Council website. These roadshows were an opportunity for the public to discuss the proposals with LRA managers, to ask questions and to fill out the consultation document. These roadshows were promoted via Kent.gov, LRA staff and local media.

The table below summarises the number of people spoken to with regard to the Consultation and the number of people approached but not spoken to. As perhaps expected, there was a higher proportion of people who were approached but not spoken to in the town centre / retail roadshows compared to the library roadshows.

	Number of people spoken to	Number of people approached but not spoken to
Roadshow and date		
Ashford- MacArthur Glen	77	75
Dartford - Orchard Shopping Centre	13	0
Maidstone - The Mall	42	29
Dover - Market Square	26	24
Gravesend - St Georges Centre	76	22
Margate - Westwood Cross	71	168
Sittingbourne - Sainsbury's foyer	114	94
Folkestone - Bouverie Place	75	56
The Eden Centre	24	4
Total	518	472

	Number of people spoken to	Number of people approached but not spoken to
Roadshow and date		
Sheerness Gateway	40	14
Coldharbour Library	25	0
Temple Hill Library	8	0
Tenterden Library	49	18
Staplehurst Library	45	1
Tonbridge Library	44	0
Larkfield Library	35	13
Paddock Wood Library	30	5
Tunbridge Wells - Outside library	67	52
Ramsgate Library	18	3
Margate Library	24	5
Sevenoaks Kaleidoscope	47	15
Canterbury Beaney	83	39
Herne Bay Library	41	31
Faversham Library	25	3
Deal Library	23	3
Sandwich Library	10	5
Hythe Library	15	45
Total	629	252

Information was issued to media in the lead up to and throughout the consultation.

- 11th September 2014 – Cabinet Member briefing to media included KM group and Radio Kent
- 7th January 2015 – Press release announcing start of consultation
- 16th February 2015 – Press release outlining dates of forthcoming roadshow events
- 30th March 15 – Reminder about the consultation closing date asking media to encourage people to take part.

In addition, the press office responded to requests for statements / information throughout the consultation.

The consultation received county-wide coverage in local papers, with the following estimated reach proportions:

Published	Headline	Publication	Reach
09/04/2015	Residents share fears over libraries	East Kent Mercury	9,712
03/04/2015	Have your say on library changes	Kent Messenger (Weald)	31,780
08/04/2015	Help write a new chapter	KM Sheerness Times Guardian	6,418
03/04/2015	Have your say on library changes	Kent Messenger (Malling)	31,780
08/04/2015	TIME UP:	Dartford News Shopper	26,657
04/04/2015	Library petition needs your help	Kent On Series	117,195
04/04/2015	Library petition needs your help	Kent On Series (Northwest)	117,195
03/04/2015	Give your view on libraries	Isle of Thanet Gazette	9,867
03/04/2015	LIBRARIES Still time to sign petition	Isle of Thanet Gazette	9,867
02/04/2015	Sign up to help save our libraries	Herne Bay Gazette	2,041
02/04/2015	Sign petition to keep our libraries	KM Faversham News	2,149
02/04/2015	Sign up to help save our libraries	Whitstable Gazette	9,789
02/04/2015	Speak up loudly for our libraries	Kentish Gazette (Canterbury)	9,789
03/04/2015	Services better run in-house	Kent & Sussex Courier (Tonbridge)	24,064
02/04/2015	Flood of press releases follows beginning of official campaign	Ashford Herald	10,000
02/04/2015	Library review	Ashford Herald	10,000
02/04/2015	LIBRARY TRUST Still time to sign petition	Folkestone Herald Dover Express	29,588
02/04/2015	Flood of press releases follows beginning of official campaign	Folkestone Herald Dover Express	29,588
03/04/2015	Services better run in-house	Kent & Sussex Courier (East Sussex)	24,064
03/04/2015	Last chance for say on libraries	Kent & Sussex Courier (East Sussex)	24,064

02/04/2015	Library review	Folkestone Herald Dover Express	29,588
02/04/2015	Flood of press releases follows beginning of official campaign	Dover Express (Folkestone)	6,294
02/04/2015	Show you care, sign petition	Sevenoaks Chronicle	10,111
02/04/2015	Still time to sign petition	Dover Express (Folkestone)	6,294
02/04/2015	Library review	Dover Express (Folkestone)	6,294
02/04/2015	Library review	Dover Express (Ashford)	6,294
01/04/2015	On the right path for better coastal walks...	Adscene (Canterbury, Whitstable, Herne Bay)	28,601
26/03/2015	Let them know what you think	East Kent Mercury	9,712
26/03/2015	Library run by trust could offer bespoke services	East Kent Mercury	9,712
01/03/2015	West Mailing Parish Council	Downs Mail (Malling)	23,950
26/03/2015	Let them know what you think	Dover Mercury	10,096
26/03/2015	Labour Party campaigners oppose cuts to libraries	Herne Bay Gazette	2,041
25/03/2015	Public sector swings and roundabouts	Sittingbourne News Extra	10,459
19/03/2015	Concern for the county's libraries	Herne Bay Gazette	2,041
19/03/2015	Anger seems to be in the news	Whitstable Gazette	9,789
19/03/2015	Concern for the county's libraries	Whitstable Gazette	9,789
19/03/2015	Concern for the county's libraries	Kentish Gazette (Canterbury)	9,789
19/03/2015	ASH	East Kent Mercury	9,712
19/03/2015	ASH	Kentish Gazette (Canterbury)	9,789
19/03/2015	Don't experiment with our libraries	KM Dartford Messenger	5,099
19/03/2015	Don't experiment with our libraries	Gravesend Messenger	4,946
21/03/2015	Libraries will be cut yet again	Kent On Series	117,195
21/03/2015	Libraries will be cut yet again	Kent On Series (Northwest)	117,195
20/03/2015	Westgate and Westbrook Residents Association	Isle of Thanet Gazette	9,867
19/03/2015	POLITICIANS	Dover Express	6,294
19/03/2015	LIBRARY TRUST A dangerous experiment	Sevenoaks Chronicle	10,111
08/03/2015	Registering my library concern	Kent on Sunday	155,101
07/03/2015	Registering my library concern	Kent On Series	117,195
07/03/2015	Registering my library concern	Kent On Series (Northwest)	117,195
06/03/2015	Find out about libraries' future	Isle of Thanet Gazette	9,867
05/03/2015	Act now to save your libraries	Kentish Gazette (Canterbury)	9,789
05/03/2015	Petition problem has been solved	Whitstable Gazette	9,789
05/03/2015	A chance to sign libraries petition	Herne Bay Gazette	2,041
04/03/2015	Online library petition launched	Canterbury Times (Whitstable)	28,601

04/03/2015	Online library petition launched	Canterbury Times (Faversham)	28,601
04/03/2015	Online library petition launched	Canterbury Times (Herne Bay)	28,601
26/02/2015	Don't close book on our libraries future	Kentish Gazette (Canterbury)	9,789
01/03/2015	Protect our much loved libraries	Kent on Sunday	155,101
26/02/2015	Don't close book on our libraries future	Whitstable Gazette	9,789
26/02/2015	Don't close book on our libraries	Herne Bay Gazette	2,041
25/02/2015	We must fight to protect our libraries	Kent Extra (Thanet)	9,867
26/02/2015	Help protect our libraries	Sevenoaks Chronicle	10,111
25/02/2015	Find out about future of libraries	Sittingbourne News Extra	10,459
26/02/2015	Concerns over future of Sandwich Library as Kent County Council launches consultation	East Kent Mercury (Web)	437
01/02/2015	Call for views on library trust	Downs Mail (Malling)	23,950
22/02/2015	Protect our library service with petition	Kent on Sunday	155,101
21/02/2015	Protect our library service with petition	Kent On Series	117,195
21/02/2015	Protect our library service with petition	Kent On Series (Northwest)	117,195
20/02/2015	Book staff do a fantastic job	Kent & Sussex Courier (Edenbridge)	24,064
19/02/2015	Sign online petition for library as well	Whitstable Gazette	9,789
19/02/2015	Oppose trust Trojan horse	Sevenoaks Chronicle	10,111
18/02/2015	Roadshow on future of libraries	Sittingbourne News Extra	10,459
13/02/2015	Petition launched in bid to save county libraries	Kent & Sussex Courier (Tunbridge Wells)	24,064
13/02/2015	Petition launched in bid to save county libraries	Kent & Sussex Courier (Edenbridge)	24,064
13/02/2015	Petition launched in bid to save county libraries	Kent & Sussex Courier (Tonbridge)	24,064
13/02/2015	Petition launched in bid to save county libraries	Kent & Sussex Courier (Paddock Wood)	24,064
12/02/2015	Bid to "save" public libraries in Kent	Kent & Sussex Courier (Web)	9,794
13/02/2015	Petition launched in bid to save county libraries	Kent & Sussex Courier (East Sussex)	24,064
11/02/2015	Protesters urge council to keep libraries as a service	Adscene (Canterbury, Whitstable, Herne Bay)	28,601

In addition to the activities above, the Libraries, Registration and Archives team directly engaged a wide range of stakeholders and interested parties around the consultation, including, but not limited to, the following:

- Interested groups including local history groups, reading groups, etc.
- Community and Voluntary Sector
- Kent Youth County Council

- Archive depositors
- MPs, District Councils, Town and Parish Councils
- Approved premises, clergy and registered buildings
- Maternity units, hospitals and funeral directors
- National bodies included the Society of Chief Librarians, the Chartered Institute of Information Professionals, Arts Council England, Department for Culture, Media and Sport, and the Department of Work and Pensions
- Other public sector partners including the Kent Prison Service and the London Borough of Bexley

1.4 ANALYSIS AND INTERPRETING THE DATA

It should be noted that a proportion of Kent residents participated in this Consultation rather than all residents of the Kent County Council area; and the results are therefore subject to sampling error, which means that not all differences are statistically significant.

Given the self-selecting nature of this consultation, it was expected that the majority of those completing the Consultation document would be users of the Libraries, Registration and Archive service. This expectation was realised with the final profile of Consultees responding at 98% last usage in the last 12 months and 92% last usage in the last month. It is therefore important to note that the findings of this Consultation are likely to be based on frequent users of the Library, Registration and Archive Service and do not therefore represent Kent residents as a whole. Kent County Council estimate 20% of Kent's population use the Kent Library and Archive service.

With these assumptions in mind and according to Kent County Council's borrower profile, 179,261 borrowers actively borrowed items from the library during 2014-15. For the purposes of this report, we have used this figure to calculate the confidence level and confidence interval that the Consultation results can be based on. With a sample size of 1,969 Individuals taking part in this Consultation for example, we can assume that results are accurate to a +/- 2.2% at a 95% confidence level. For example, with a confidence interval of 2% and 47% percent of your sample picking an answer you can be "sure" that if you had asked the question of the entire relevant population between 45% (47-2) and 49% (47+2) would have picked that answer. The 95% confidence level means you can be 95% certain of the percentage shown is accurate to +/- 2%. It is worth noting however that it is likely that given the nature of this Consultation, the most positive and the most concerned residents have taken part at an overall level.

No weighting has been applied to the data received and all open questions were reviewed and coded into “themes” to provide quantitative analysis in this report, alongside residents free text comments.

1.5 ACKNOWLEDGEMENTS

We would like to take this opportunity to thank the team at Kent County Council for all their work in developing the project. We would also like to thank all the residents and Groups/Organisations who took the time to complete the Consultation documentation.

2. EXECUTIVE SUMMARY

2.1 CONSULTATION RESPONSE PROFILE

2,143 responses have been recorded for this Consultation across Individuals and Groups/Organisations. Individuals account for 92% of the sample in total, Groups/Organisations account for 6%. 2% of those responding left this question blank.

The gender and age profile of the Individual Consultees responding broadly reflects the Libraries, Registration and Archive service profile provided by Kent County Council. The Libraries, Registration and Archive service borrower profile is skewed towards an older age profile (compared to wider 2011 Census statistics); the profile of known Individuals taking part in the Consultation is however more heavily skewed towards residents aged 60 and over.

Representation across Kent areas / districts has been achieved. The area profile of known Individual Consultees broadly reflects the Libraries, Registration and Archive service borrower profile. It is however worth noting that the Consultation has received a higher proportion of responses than perhaps anticipated from residents living in Canterbury and Dover. This is perhaps a result of outside resident activity highlighting the Consultation's existence and at times some vocal concerns and petitions with regard to its purpose and impact on those using the local service.

Of the Group / Organisation representatives responding, 40 indicated they are a Public Sector partner to Kent County Council and 59 indicated they operate in the Voluntary, Community or Faith sector. 14 representatives from Book / Reading groups across the County also responded.

2.2 USE OF LIBRARIES, REGISTRATION AND ARCHIVE SERVICE

The vast majority of Consultees indicated that they last used the Library, Registration and Archive service in the last month. 6% last used in the last year. Amongst Individual Consultees, there are significant differences observed with a significantly higher proportion of female Individual Consultees indicating they last used the service in the last month.

Recent usage is consistently high amongst Individuals from all areas / districts (all 89% and above). There are no significant differences observed.

Last use of the Library, Registration and Archive service is also high amongst the Group / Organisation representatives taking part (81%). A significantly higher proportion of Voluntary, Community or Faith sector representatives indicated their last use was in the last month (92%) compared to Public Sector partner representatives.

2.3 SUPPORT FOR LIBRARIES, REGISTRATION AND ARCHIVE SERVICE MISSION

52% of all Consultees support Kent County Council's mission for the future of its Libraries, Registration and Archive service. 18% indicated they neither agreed nor disagreed or were unsure. 30% indicated they disagree with the mission proposed.

52% of Individual Consultees support Kent County Council's mission for the future of its Libraries, Registration and Archive service. There are marked significant differences by area / district with a significantly higher proportion of residents living in West and Mid Kent supporting the mission compared to residents of East Kent. Lower proportions are observed in Canterbury, Dover and Thanet. At present, it is uncertain as to whether this is an accurate reflection of resident feeling in these areas or whether the publicised concerns (for example, <https://clikent.wordpress.com/>) with regard to the Consultation's purpose and impact on those using the local service has had a direct result on feedback from these areas.

47% of Group / Organisation representatives support the mission. There are no significant differences when comparing Public Sector partners and Voluntary, Community & Faith sector representatives.

2.4 SUPPORT FOR CHARITABLE TRUST PROPOSAL

39% of all Consultees support Kent County Council's proposal to establish a charitable trust for the Libraries, Registration and Archive service. 19% indicated they neither agreed nor disagreed or were unsure. 43% indicated they disagree with the proposal to establish a charitable trust as it was proposed.

39% of Individual Consultees support Kent County Council's proposal to establish a charitable trust for the Libraries, Registration and Archive service. There is an indication that the more frequent service users are less favourable towards the proposal to establish a charitable trust with a significantly lower proportion who last used the library in the last month agreeing with the proposal.

There are marked significant differences by area / district with a significantly higher proportion of residents living in West, Mid and North Kent supporting the proposal to establish a charitable trust. Consistent with perceptions regarding the mission, lower proportions are observed in Canterbury, Dover and Thanet. At present, it is uncertain as to whether this is an accurate reflection of resident feeling in these areas or whether the publicised concerns (for example, <https://clikent.wordpress.com/>) with regard to the Consultation's purpose and impact on those using the local service has had a direct result on feedback from these areas.

34% of Group / Organisation representatives support the proposal to establish a charitable trust. There are no significant differences in terms of overall agreement when comparing Public Sector partners and Voluntary, Community & Faith sector representatives, but a significantly higher proportion of Public Sector partners indicated they neither agreed nor disagreed with the proposal.

Amongst those in favour, the overwhelming theme coming through was that they consider the charitable trust proposal to be the best option to move forward with to protect the existing service. References are also made to the key benefits highlighted in the Consultation documents with regard to funding, flexibility, community involvement and business rate savings.

There are a number of key themes that are evident in Consultees reasoning for not supporting the proposal for a charitable trust:

1. Set up / service concerns

- Concerns over Trustees / needs to be carefully set up / funded / managed / who will appoint
- Concerns over professional expertise / librarians losing jobs / pensions / negative service impact
- Cuts to services / outsourcing leading to reduced opening / lower quality service

2. Service should stay as it is

- Happy with present service / has always worked this way / is a vital service
- Library, Registration and Archive Services should continue to be run by KCC / local government / remain in the Public Sector
- Kent County Council should make savings elsewhere / stop wasting money / pursue other sources of funding

3. Uncertainty

- Risky / uncertain / not guaranteed / concerns about safeguards / public accountability / inclusivity
- No guarantee Libraries will not close / will receive funding needed / tax relief may be withdrawn
- Outsourcing to Charitable Trusts has been proven to fail / don't trust Trusts
- Concerns about volunteers - not trained / not as knowledgeable
- Concerns about third party outsourcing / motivated by profit / no longer free / increased charges

4. Doubt / scepticism

- Will cost more in long run / won't save money / will cost tax payers

- Just a way for KCC to avoid responsibility / passing on blame for cuts / closures
- Just a cost cutting exercise / way to reduce services
- Believe decision has already been made by KCC

5. Request for more information / detail on the proposal as well as the other alternatives to make a fair conclusion

There is also a considerable amount of uncertainty in Consultees responses that need to be taken into account. To summarise:

1. 33% agree with the Charitable Trust proposal and Mission put forward
2. 9% disagree with the Charitable Trust proposal put forward but agree with the Vision
3. 32% neither agreed nor disagreed at one or both of the questions put forward concerning the Charitable Trust proposal or the Mission
4. 26% disagree with the Charitable Trust proposal and the Mission put forward

The distinguishing factors between those who are unsure about both aspects (Group 3 - 32%) and those who agree with the Mission but disagree with the Charitable Trust proposal (Group 2 - 9%), compared to those that disagree with both aspects, are:

- Uncertainty concerns (risky /not guaranteed / concerns about safeguards / public accountability);
- Doubt (will it cost more in the long run);
- The need for more information / detail on the proposal as well as the other alternatives to make a fair conclusion.

Depending on the set up and structure of the Charitable Trust, it is possible that there could be more support for the Charitable Trust proposal than that outlined directly here – providing the main concerns are addressed.

2.5 PERCEIVED IMPACT OF CHARITABLE TRUST PROPOSAL

55% of all Consultees believe the proposal to establish a charitable trust would have a significant or some impact on them. 24% indicated the proposed changes will not affect them and 22% were unsure.

54% of Individual Consultees believe the proposal to establish a charitable trust would have a significant or some impact on them. As expected, there is an indication that those that last used the service in the last month (our proxy for the more frequent service users) believe the impact will be more significant compared to others.

67% of Group / Organisation representatives believe the proposal to establish a charitable trust would have a significant or some impact on them. There are significant differences in terms of overall agreement when comparing Public Sector partners and Voluntary, Community & Faith sector representatives at 53% and 80% respectively.

In contrast to patterns observed for overall opinion towards the proposal, open ended comments with regard to impact were dominated by those who believed the proposal would have a significant impact on them.

There are a number of key themes that are evident in Consultees reasoning for not supporting the proposal for a charitable trust:

1. Set up / service concerns

- Will reduce services / degrade services / remove services / negative impact
- Volunteers will lack necessary skills & training / may have difficulty recruiting
- Concerns about stock levels being maintained / Range of books will reduce
- Limited opening times / Reduced accessibility
- Group activities may cease / loss of amenities / book clubs / reading groups
- Will impact strongly on vulnerable groups e.g. the elderly / low income
- Mobile library service cuts / concerns about Home Library Service

2. Uncertainty

- Closure for Libraries in rural locations / small villages / concerns about closures
- Will increase costs / charge for certain services / become money making exercise
- Concerned it may to be transferred back / Trust losing funding / No guarantees
- Loss of Public accountability / FOI exempt / Councillors will have no influence

3. Service should stay as it is

- Happy with the way things are / Regular user / Essential service / Maintain standards
- Libraries should remain publically funded / free service / Run by KCC / remain in-house

4. Staff concerns

- Concerns for current staff / Potential job losses / cuts to salaries / Unable to maintain professional expertise
- Negative impact on employment with the LRA service / loss of pensions / changes to terms & conditions of employment

5. Request for more information / detail on the proposal as well as the other alternatives to make a fair conclusion

6. Doubt / scepticism

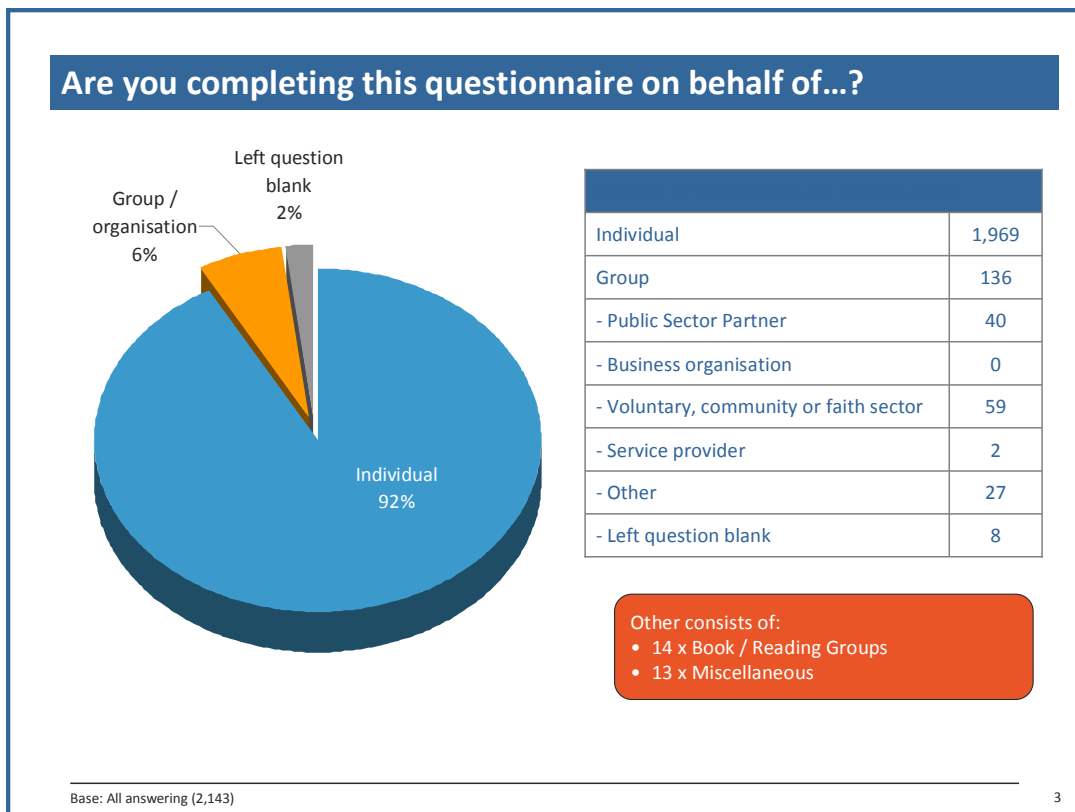
- Just cost cutting exercise / reduced funding / savings in rates may impact on Council funds
- KCC are just abrogating responsibility / Passing the buck / Off-loading responsibility

3. CONSULTATION RESPONSE PROFILE

2,143 responses have been recorded for this Consultation across Individuals and Groups/Organisations:

- 1,969 Individuals (accounting for 92% of the sample)
- 136 Group / Organisation representatives (accounting for 6% of the sample)
- 2% of those responding to the Consultation did not identify themselves and left the question blank.

Of the Group / Organisation representatives responding, 40 indicated that they are a Public Sector Partner to Kent County Council and 59 indicated they operate in the Voluntary, Community or Faith Sector. 14 representatives from Book / Reading Groups across the County also responded.



3.1 PROFILE OF INDIVIDUALS RESPONDING

The Individuals responding to the Consultation are from a range of age groupings and both gender groups. 15% of the Individuals responding to the Consultation preferred not to provide their age. 66% of the Individuals responding are aged 55 and over. 57% of the Individuals responding are female.

12% of those responding consider themselves disabled as set out in the Equality Act 2010. 49% of these indicated they have a physical impairment and 24% indicated they have a sensory impairment. 37% indicated they have a long standing illness or health condition.

Paper was the most popular completion method with 67% taking part in the Consultation via the paper questionnaires provided. 33% submitted their response online.

Profile of Individuals responding (1)	
Gender	
Male	38%
Female	57%
Prefer not to say / not answered	5%
Age	
15 - 34	4%
35 - 54	16%
55 - 64	20%
65 - 74	27%
75 and over	19%
Prefer not to say / not answered	15%
Method of completion	
Paper	67%
Online	33%
Disabled as set out in Equality Act 2010	
Yes	12%
No	77%
Prefer not to say / not answered	10%
Type of impairment applies for those answering yes	
Physical impairment	49% (120)
Sensory impairment	24% (59)
Long standing illness or health condition	37% (92)
Mental health condition	12% (29)
Learning disability	8% (20)
Other	11% (27)
Prefer not to say / not answered	5% (13)

4

8% of the Individuals responding to the Consultation preferred not to answer the ethnicity question. 87% of the Individuals responding indicated they are White British; 2% indicated they are of BME origin.

14% of the Individuals responding to the Consultation preferred not to disclose their religious beliefs. 50% of the Individuals responding indicated they belong to a religion.

Profile of Individuals responding (2)	
Ethnicity	
White British	87%
White Irish	1%
White Gypsy/Roma	0.05%
White Other	2%
BME	2%
Mixed White & Black Caribbean	0.15%
Mixed White & Black African	0.05%
Mixed White & Asian	0.2%
Mixed Other	0.25%
Mixed Arab	0.05%
Asian / Asian British – Indian	0.3%
Asian / Asian British – Pakistani	0.05%
Asian / Asian British – Other	0.25%
Asian / Asian British – Chinese	0.15%
Black / Black British – Chinese	0.15%
Black / Black British – Caribbean	0.05%
Black / Black British – African	0.15%
Black / Black British – Other	0.3%
Prefer not to say / not answered	8%
Belong to a particular religion	
Yes	50%
No	36%
Prefer not to say / not answered	14%
Religious beliefs applies for those answering yes	
Christian	94%
Buddhist	1%
Jewish	1%
Hindu	0.3%
Muslim	0.3%
Other	2%
Prefer not to say / not answered	2%
* Black Minority Ethnic (BME) population is defined as all ethnic groups excluding White British, White Irish and White Other	

At the end of the questionnaire, Individual Consultees were asked to enter their postcode for classification purposes. The postcodes collected have been assigned to an area/district accordingly for analysis purposes.

The table below represents the proportions of questionnaires submitted by residents living in each of the Kent areas/districts. Representation has been achieved across all areas; validating the Consultation approach (i.e. library activity together with online availability). 13% of Individuals responding preferred to not identify their postcode.

Profile of Individuals responding (3)	
AREA	
Ashford	4%
Canterbury	16%
Dartford	4%
Dover	10%
Gravesham	3%
Maidstone	7%
Sevenoaks	6%
Shepway	8%
Swale	6%
Thanet	7%
Tonbridge & Malling	7%
Tunbridge Wells	8%
Outside Kent	0.5%
Prefer not to answer / not answered	13%

6

3.2 PROFILE OF INDIVIDUALS RESPONDING VS. LIBRARIES, REGISTRATION AND ARCHIVE BORROWER PROFILE AND CENSUS STATISTICS

The table below compares:

- 1) The 2011 Census Population statistics for Kent by gender and age;
- 2) The Kent County Council Libraries, Registration and Archive profile by gender and age sourced from Borrowers recorded between 1st April 2013 and 31st March 2014;
- 3) The profile of known Individuals taking part in the Consultation by gender and age.

Comparing these statistics reveals that the gender profile of those taking part broadly reflects the Libraries, Registration and Archive Service borrower profile. Whilst the Libraries, Registration and Archive Service borrower profile is skewed towards an older age profile, the profile of known Individuals taking part in the Consultation is more heavily skewed towards residents aged 60 and over.

Profile of Known Individuals responding VS. LRA borrower profile and Census statistics (1)			
	2011 Census Population statistics *1	Kent LRA Borrower Profile*2	Profile of LRA Consultation response
GENDER			
Male	48%	37%	40%
Female	52%	63%	60%
AGE			
20 – 29	15%	10%	3%
30 – 39	16%	16%	6%
40 – 49	20%	19%	9%
50 – 59	16%	14%	15%
60 and over	33%	41%	68%

*1 Source: 2011 Census Statistics as published on Kent County Council's website. 18-34 figures reference 20-34 year olds

*2 Source: Kent LRA Borrower Profile - Customer information sourced from Borrowers between 1 April 2013 and 31 March 2014. Approximate indication only as blank replies were received. Percentages recalculated based on borrowers over 20, reflecting the nature of this consultation.

6

The table below compares:

- 1) The 2011 Census Population statistics for Kent by area of residence;
- 2) Usage of the libraries in each area/district sourced from Borrowers recorded between 1st April 2014 and 31st March 2015 (please note that double counting does feature in this figure as some residents use libraries across multiple areas/districts);
- 3) The profile of known Individuals taking part in the Consultation by area.

Comparing these statistics reveals that the area profile of those taking part broadly reflects the Libraries, Registration and Archive Service borrower profile. It is however worth noting that the Consultation has received a higher proportion of responses than perhaps anticipated from residents living in Canterbury and Dover. This is perhaps a result of outside resident activity highlighting the Consultation's existence and at times some vocal concerns and petitions with regard to its purpose and impact on those using the local service.

Profile of Known Individuals responding VS. LRA borrower profile and Census statistics (2)			
	2011 Census Population statistics *1	Kent LRA Borrower Profile*2	Profile of LRA Consultation response
AREA			
Ashford	8%	8%	5%
Canterbury	10%	11%	19%
Dartford	7%	5%	5%
Dover	8%	7%	12%
Gravesham	7%	7%	4%
Maidstone	11%	11%	8%
Sevenoaks	8%	8%	7%
Shepway	8%	7%	9%
Swale	9%	7%	7%
Thanet	9%	10%	8%
Tonbridge & Malling	8%	9%	8%
Tunbridge Wells	8%	10%	9%
Outside Kent	n/a	n/a	1%

7

4. USE OF LIBRARIES, REGISTRATION AND ARCHIVE SERVICE

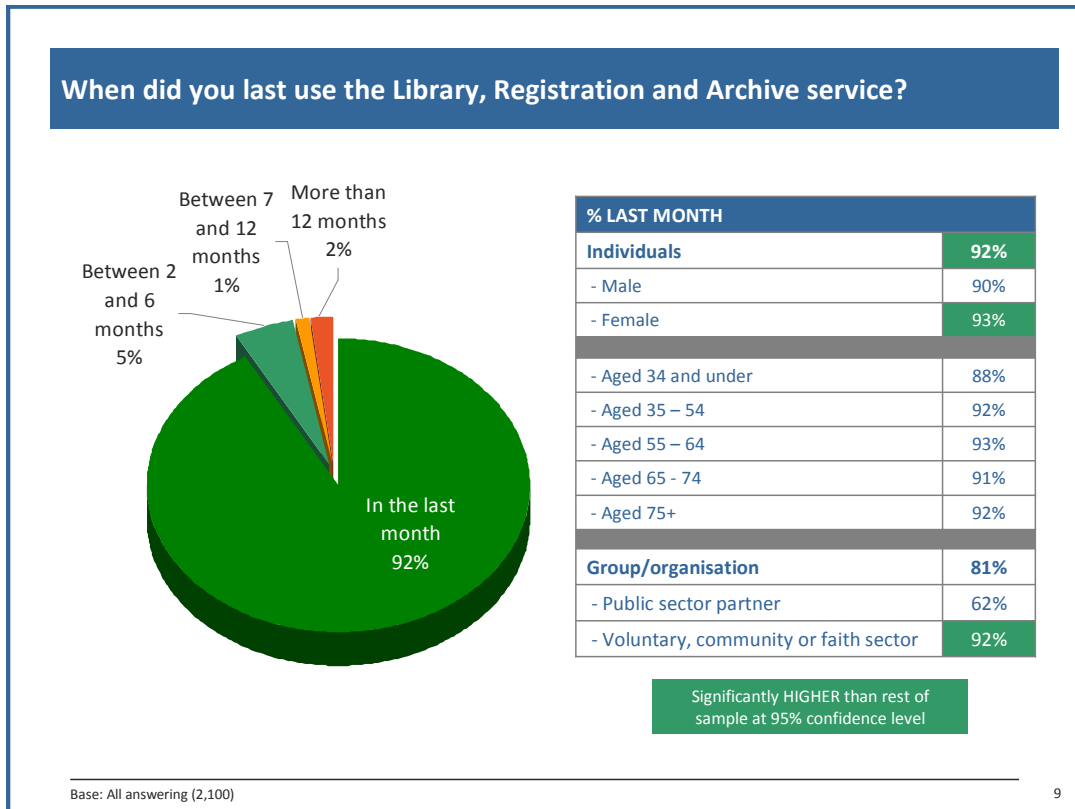
As indicated previously, the vast majority of Consultees (92%) indicated that they last used the Library, Registration and Archive service in the last month. 6% last used in the last year.

INDIVIDUALS

The vast majority of Individual Consultees (92%) indicated that they used the Library, Registration and Archive service in the last month. There are significant differences observed by gender with a significantly higher proportion of female Individual Consultees indicating they last used the service in the last month (93% for female Consultees, 90% for male Consultees). There are no significant differences observed by age.

GROUPS / ORGANISATIONS

The vast majority of Group / Organisation representatives (81%) also indicated that they used the Library, Registration and Archive service in the last month. There are significant differences observed by type of group / organisation with a significantly higher proportion of Voluntary, Community or Faith sector representatives indicating they last used the service in the last month (92% for Voluntary, Community or Faith sector representatives, 62% for Public Sector partners).



AREA

Recent usage is consistently high amongst Individual Consultees from all areas / districts (notably Tonbridge and Malling). There are no significant differences observed by area / district.



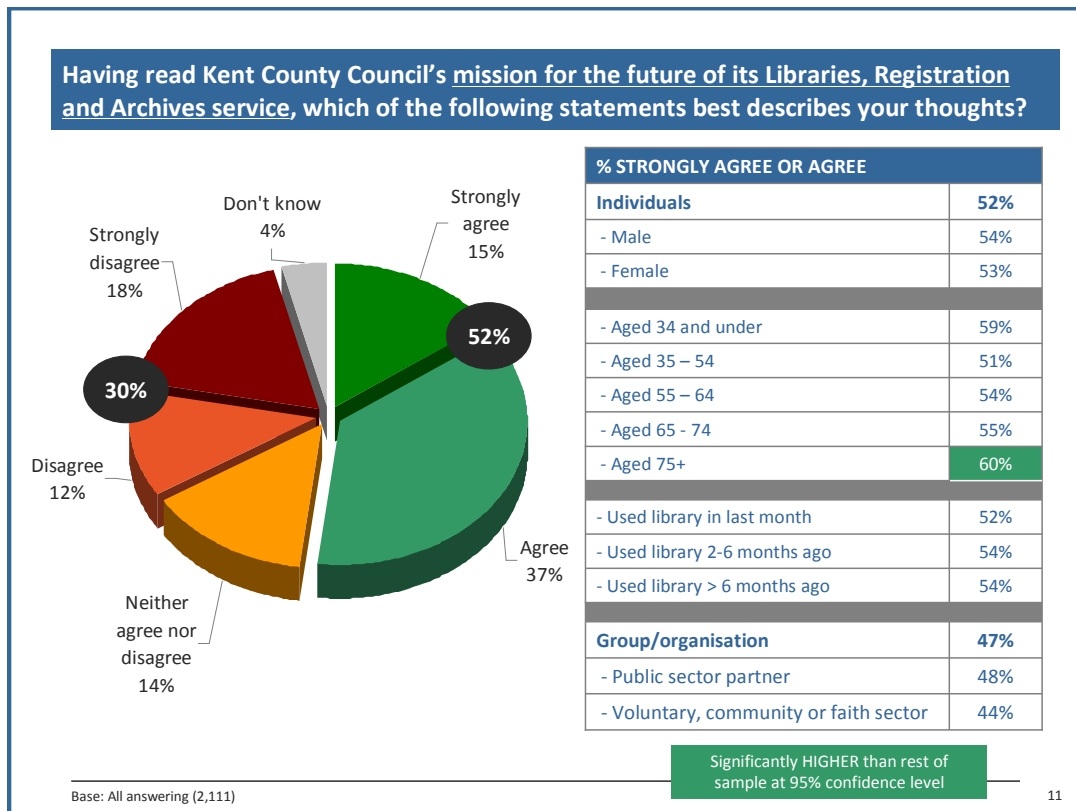
5. SUPPORT FOR LIBRARIES, REGISTRATION AND ARCHIVE SERVICE MISSION

Further to their review of the Consultation document, Consultees were first asked to indicate their agreement with Kent County Council’s mission for the future of its Libraries, Registration and Archive service. It is worth noting that although this question asked for specific agreement with the Mission outlined in the Consultation, it is likely that Consultees were thinking of the wider text and information contained in the Consultation document (i.e. preference towards a Charitable Trust model) when answering.

52% of all Consultees support Kent County Council’s mission for the future of its Libraries, Registration and Archive service. 18% of all Consultees indicated they neither agreed nor disagreed or were unsure. 30% of all Consultees indicated they disagree with Kent County Council’s mission.

INDIVIDUALS

52% of Individual Consultees support Kent County Council’s mission for the future of its Libraries, Registration and Archive service. There are no significant differences observed by gender or by timing of the last use of the service. A significantly higher proportion of Individual Consultees aged 75 and over agree with the mission for the future of the service (60%) compared to other age groups.



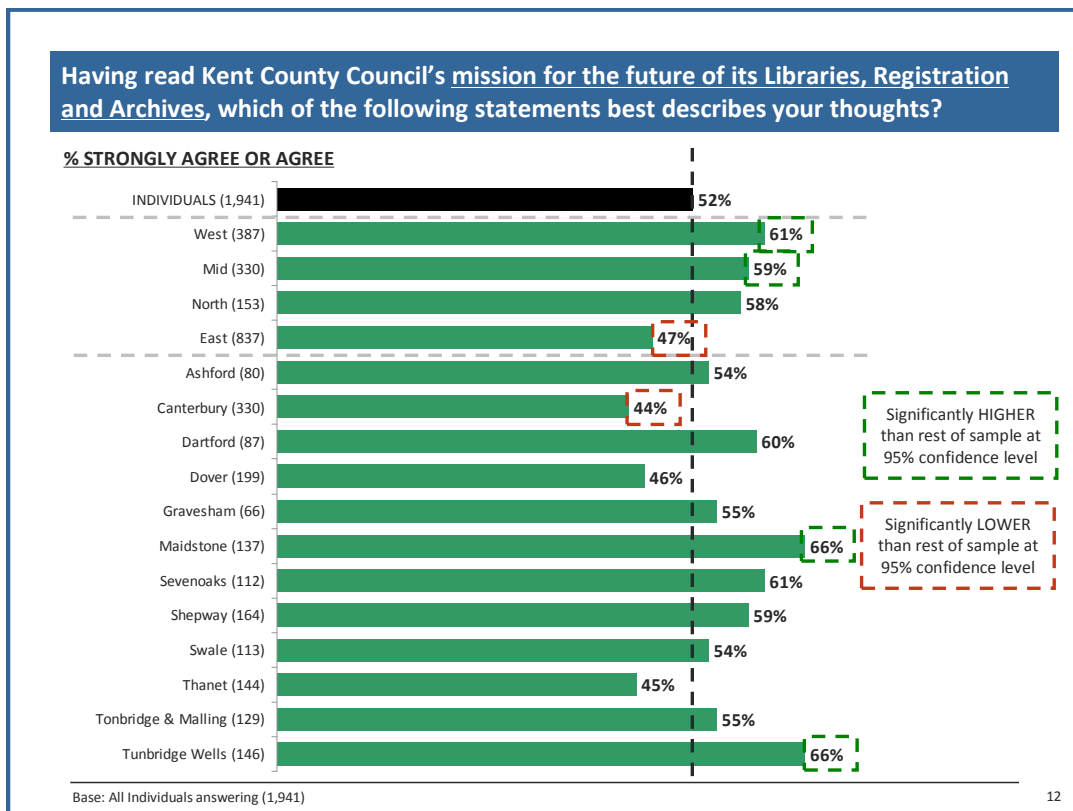
GROUPS / ORGANISATIONS

47% of Group / Organisation representatives support Kent County Council’s mission for the future of its Libraries, Registration and Archive service. There are no significant differences observed by type of group / organisation.

AREA

There are marked significant differences by area / district:

- A significantly higher proportion of residents living in West and Mid Kent support Kent County Council’s mission for the future (61% and 59% respectively). In particular, a significantly higher proportion of residents living in Maidstone and Tunbridge Wells support the mission (66% for both areas).
- A significantly lower proportion of residents living in East Kent support Kent County Council’s mission for the future (47%). In particular, a significantly lower proportion of residents living in Canterbury support the mission (44%). Lower proportions are also observed amongst Dover and Thanet residents.



6. SUPPORT FOR CHARITABLE TRUST PROPOSAL

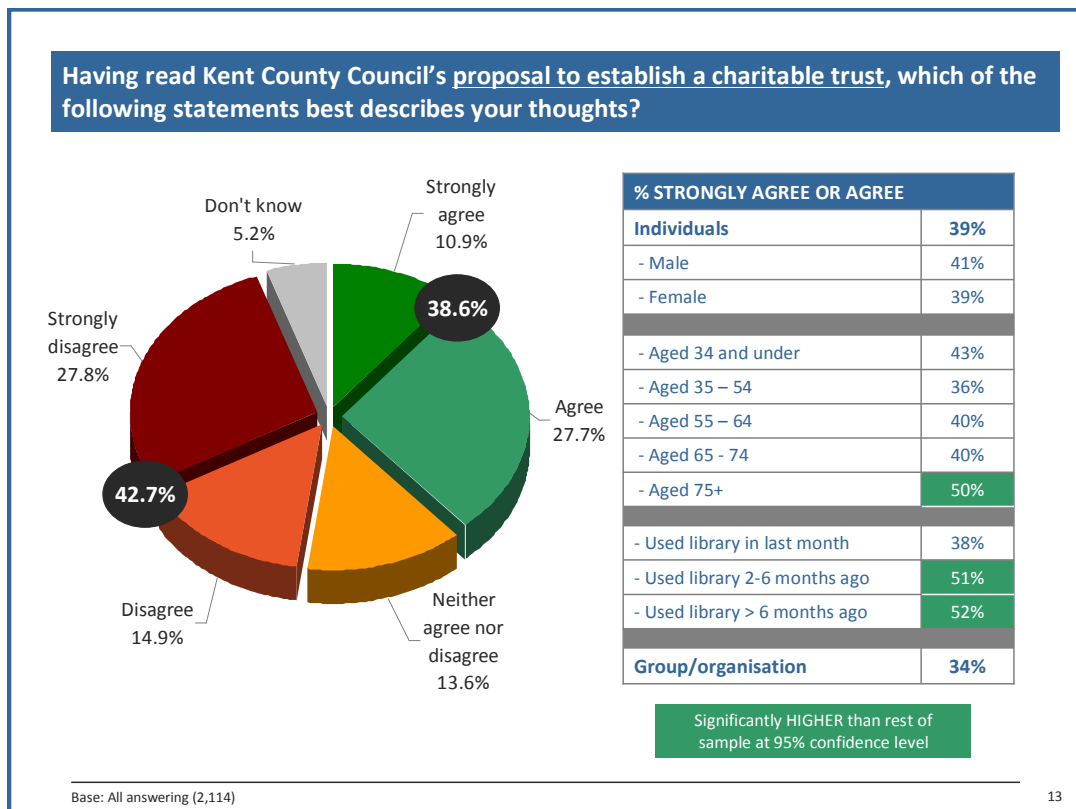
6.1 PROPORTIONS SUPPORTING CHARITABLE TRUST PROPOSAL OUTLINED

Consultees were then asked to indicate their agreement with Kent County Council’s proposal to establish a charitable trust for the Libraries, Registration and Archive service. 39% of all Consultees support Kent County Council’s proposal to establish a charitable trust for the Libraries, Registration and Archive service. 19% of all Consultees indicated they neither agreed nor disagreed or were unsure. 43% of all Consultees indicated they disagree with Kent County Council’s proposal to establish a charitable trust.

INDIVIDUALS

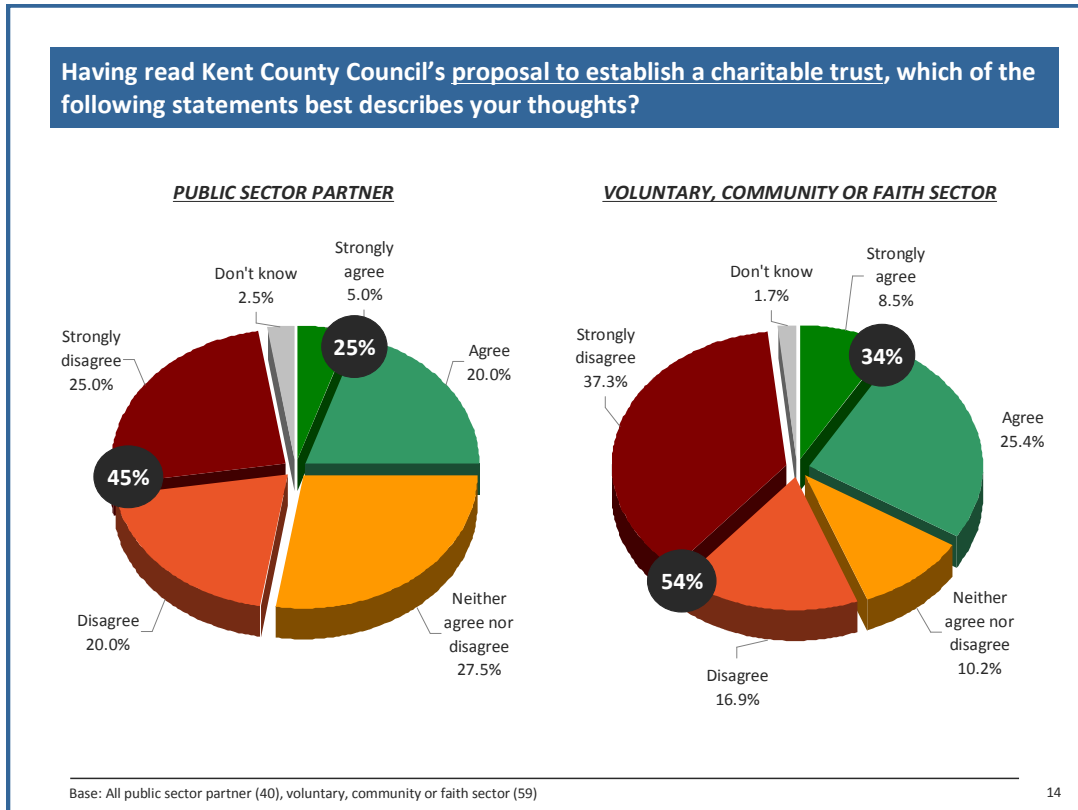
39% of Individual Consultees support Kent County Council’s proposal to establish a charitable trust for the Libraries, Registration and Archive service. There are no significant differences observed by gender. Consistent with the pattern observed for KCC’s mission, a significantly higher proportion of Individual Consultees aged 75 and over agree with the proposal to establish a charitable trust (50%) compared to other age groups.

There is an indication that the more frequent service users are less favourable towards the proposal to establish a charitable trust. A significantly lower proportion of Individual Consultees who last used the library in the last month agree with the proposal (a likely proxy for frequent users).



GROUPS / ORGANISATIONS

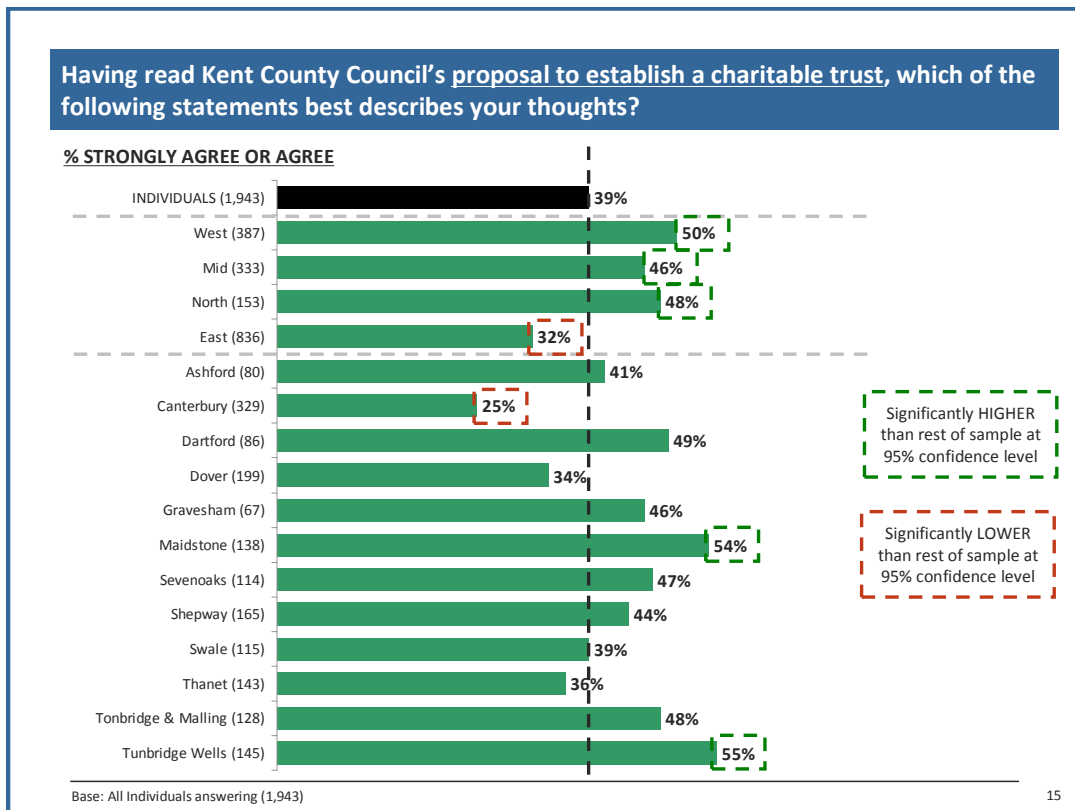
34% of Group / Organisation representatives support Kent County Council’s proposal to establish a charitable trust for the Libraries, Registration and Archive service. There are no significant differences observed by type of group / organisation in terms of overall agreement but a significantly higher proportion of public sector partners indicated they neither agreed nor disagreed with the proposal.



AREA

There are marked significant differences by area / district:

- A significantly higher proportion of residents living in West, Mid and North Kent support Kent County Council’s proposal to establish a charitable trust for the Libraries, Registration and Archive service (50%, 46% and 48% respectively). In particular, a significantly higher proportion of residents living in Maidstone and Tunbridge Wells support the proposal (54% and 55% respectively).
- A significantly lower proportion of residents living in East Kent support Kent County Council’s support Kent County Council’s proposal to establish a charitable trust for the Libraries, Registration and Archive service (32%). In particular, a significantly lower proportion of residents living in Canterbury support the proposal (25%). Lower proportions are also observed amongst Dover and Thanet residents.



6.2 REASONS FOR SUPPORTING THE PROPOSAL – INDIVIDUALS

Consultees were then asked to describe their reasons in their own words for stating whether they supported or didn't support the proposal to establish a charitable trust. The free text comments were reviewed and coded into "themes" to provide quantitative analysis for this question.

Of the Individual Consultees that indicated they agree with the proposal for a charitable trust (39%), the vast majority of those answering made a positive comment (92%). 26% of Consultees who agreed with the proposal for a charitable trust left this question blank.

The overwhelming theme coming through was that they consider the charitable trust proposal to be the best option to move forward with to protect the existing service:

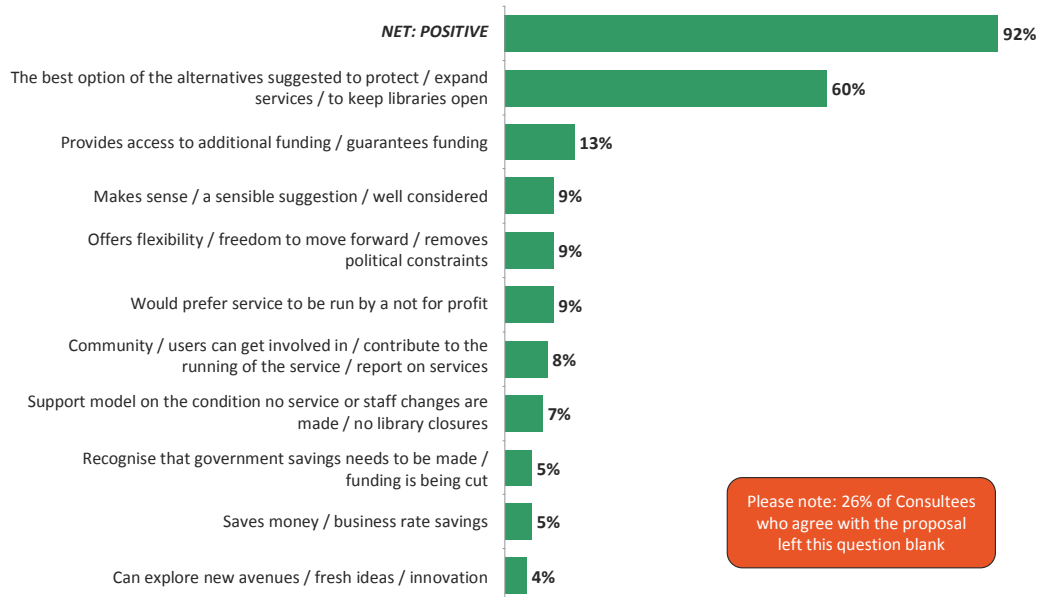
- 60% consider it the best of the alternatives suggested to protect / expand the service and to keep libraries open.
- 9% believe it is a sensible suggestion and is well considered.
- 7% indicated they would support the model on the condition that no service or staff changes were made / no libraries were closed

References were also made to the key benefits highlighted in the Consultation document:

- 13% believe it will provide access to additional funding / guarantees funding
- 9% believe it offers flexibility / freedom to move forward
- 8% believe the community / users will be able to get involved in / contribute to the running of the service
- 5% believe it will save money / achieve business rate savings
- 4% believe it will offer the chance to explore new avenues / fresh ideas / innovation

INDIVIDUALS WHO AGREE WITH PROPOSAL FOR A CHARITABLE TRUST ONLY

Please let us know your reasons for your choice, having read Kent County Council's proposal to establish a charitable trust?



Base: All Individuals agree with proposal for a Charitable Trust (557)

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SOME EXAMPLE COMMENTS FROM INDIVIDUAL CONSULTEES WHO STRONGLY AGREE WITH CHARITABLE TRUST PROPOSAL

"I like the idea that by setting up a charitable trust they would have access to funding not available to KCC thus enabling future development of these services."

"Having read all aspects of this booklet is reason enough to accept and agree to its content, it's well thought out and thorough."

"Can act more commercially, not tied down by Government bureaucracy. Can be a community facility in its largest sense."

"Have always used the library and would not want to lose the service our children would not know what it is like to have this facility, it should be saved for future generations. Where would we be able to obtain information about ancestors and what their lives were like it would be criminal if this was not available. Also a charitable trust would safe guard this service and all that goes with it."

"I think that a charitable trust will be more accountable to the community visions. I think there is a risk of losing services if a private company takes over and a business model is used."

"I want the library services to go forward, they are giving a marvellous service right across the board and we don't want to lose any of it through lack of funding."

"It is the best option in particular looking at funding cuts by central government; this option provides protection from this. Outsourcing may sound an attractive option but as other institutions and businesses have shown, once committed then in the long term you will lose out when they want to make or improve profits (e.g. MoD and Government outsourcing) local needs and control is lost."

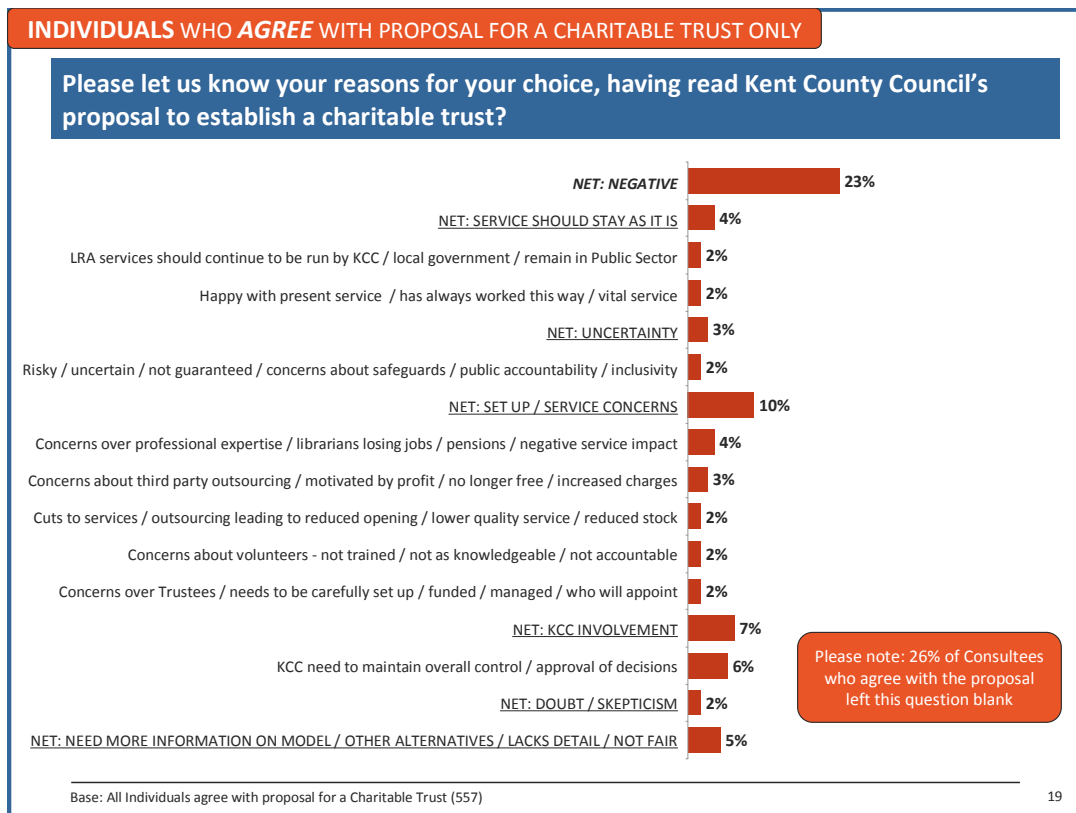
"We need libraries within the community; they are a fantastic benefit for all. Keeping as many open as possible is important, and by establishing a charitable trust is the best way to achieve this."

"Of all the options, it is the only one that seems to and is noted as being able to cut costs and talk of generating income streams. It also seems to me, to be the only one who will have the interests of the service at heart. rather than financial."

It should be noted that amongst those that agree with the proposal to establish a charitable trust, there were also some concerns noted in their free text responses. 23% of Individual Consultees made a cautionary / negative comment.

In Consultees responses there were a number of common themes emerging:

- 4% believe the service should ultimately stay as it is and remain in the public sector
- 10% have set up / service concerns with regard to professional expertise, outsourcing and increased charges
- 7% suggested they need reassurance that KCC will remain involved / maintain overall control and approval of decisions
- 5% suggested they need more information / detail on the proposal as well as the other alternatives to make a fair conclusion



SOME EXAMPLE COMMENTS FROM INDIVIDUAL CONSULTEES WHO AGREE WITH CHARITABLE TRUST PROPOSAL

"I believe the service would be best run directly by the council, but of the other options, the charitable trust is by far the best."

"I would support a trust that would not reduce services or reduce staff numbers or conditions."

"Hope that as this proposal will save KCC money, rural and smaller libraries will not have to close, they are important part of local communities."

"If the charitable trust is carefully set up and rules to stop the huge salaries to those running the trust are agreed then it has a chance. Trusts set up in recent years have failed due to greed and incompetence."

"Agree r.e. libraries, however KCC has a statutory duty to provide registration services. How will these be protected and remain under KCC jurisdiction and control."

"I agree in principle as a trust can be more flexible and adaptable to local needs. My reservations however are as follows: 1. The trust needs to employ professional people, e.g. registrars to conduct marriages, librarians to oversee all aspects of running the libraries, although they may be supported by volunteers. 2. If the Trust is unable to raise the required revenue as outlined in their budget for any one year, or it goes bankrupt then the KCC must have an insurance policy to cover any such situation."

"I appreciate the need to balance costs against services and this seems a sensible way to achieve this. I am concerned though that there is no mention of what will happen to existing staff or opening hours. I feel therefore that the proposal doesn't provide enough information."

"I like the idea of becoming a charitable trust provided KCC still pays for the service and that the staff, books, computers are not cut. Also don't let volunteers take over the running of the library, they do this in Sandgate and they are useless!!"

6.3 REASONS FOR NEUTRAL / UNSURE RESPONSES THE PROPOSAL – INDIVIDUALS

Of the Individual Consultees that indicated they neither agree nor disagree with the proposal for a charitable trust or indicated that they didn't know (19%), 19% of those answering made a positive comment and 85% made a cautionary / negative comment. 18% of Consultees who neither agree nor disagree with the proposal for a charitable trust or indicated that they didn't know left this question blank.

The overwhelming theme coming through was the request for more information / detail on the proposal as well as the other alternatives to make a fair conclusion (45%). Four additional themes were also evident in their reasoning:

1. Set up / service concerns (35% selecting at least one of the codes below)

- Concerns over Trustees / needs to be carefully set up / funded / managed / who will appoint – 16%
- Concerns over professional expertise / librarians losing jobs / pensions / negative service impact – 13%
- Cuts to services / outsourcing leading to reduced opening / lower quality service – 10%
- Concerns about volunteers - not trained / not as knowledgeable – 8%
- Concerns about third party outsourcing / motivated by profit / no longer free / increased charges – 2%

2. Uncertainty (24% selecting at least one of the codes below)

- Risky / uncertain / not guaranteed / concerns about safeguards / public accountability / inclusivity – 14%
- No guarantee Libraries will not close / will receive funding needed / tax relief may be withdrawn – 11%

3. Service should stay as it is (17% selecting at least one of the codes below)

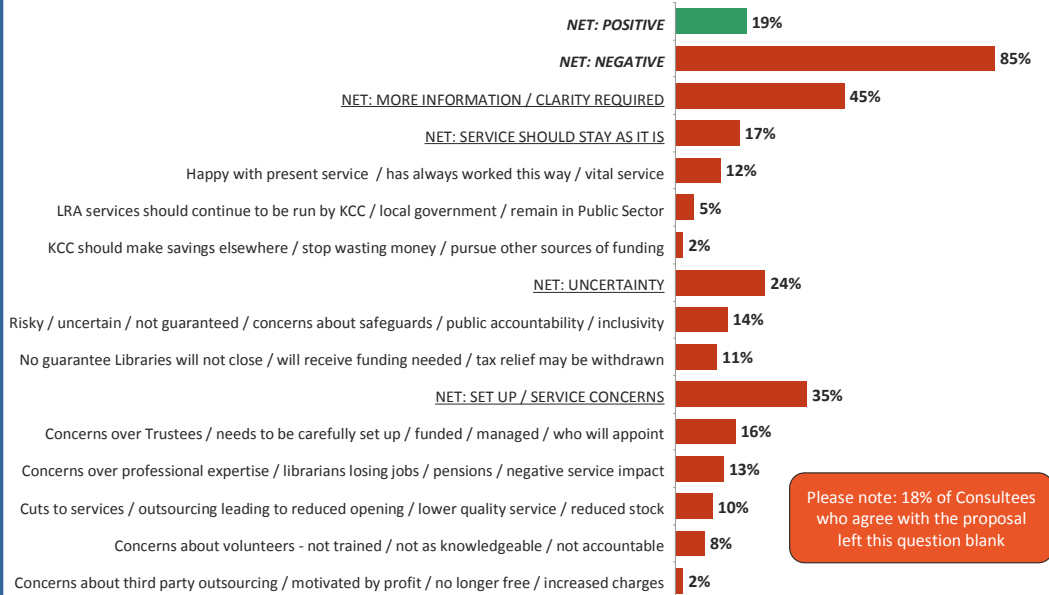
- Happy with present service / has always worked this way / is a vital service – 12%
- Library, Registration and Archive Services should continue to be run by KCC / local government / remain in the Public Sector - 5%
- Kent County Council should make savings elsewhere / stop wasting money / pursue other sources of funding – 2%

4. Doubt / scepticism (10% selected at least one of the code below)

- Will cost more in long run / won't save money / will cost tax payers – 4%
- Believe decision has already been made by KCC – 3%
- Just a way for KCC to avoid responsibility / passing on blame for cuts / closures – 2%

INDIVIDUALS WHO NEITHER AGREE NOR DISAGREE/UNSURE OF PROPOSAL FOR CHARITABLE TRUST

Please let us know your reasons for your choice, having read Kent County Council's proposal to establish a charitable trust?

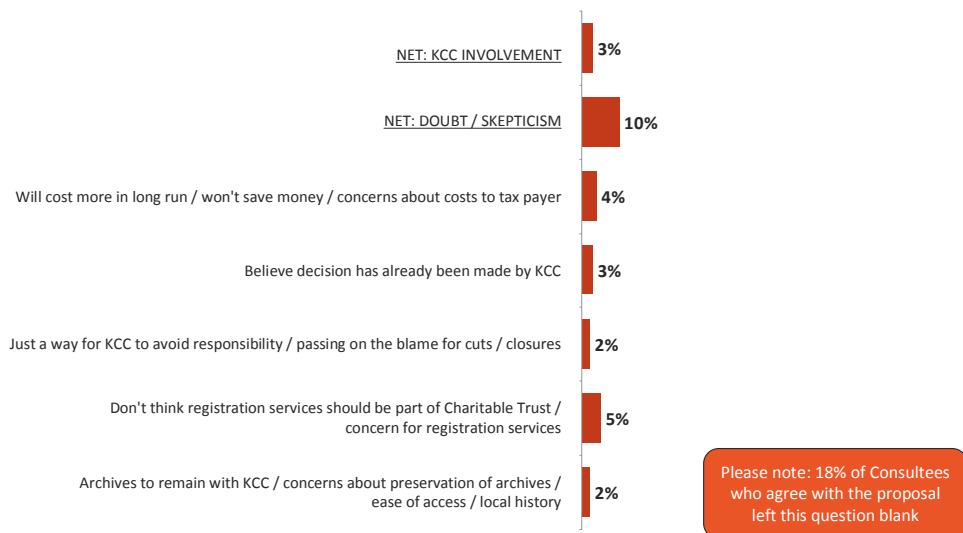


Base: All Individuals neither agree nor disagree / unsure of proposal for a Charitable Trust (323)

20

INDIVIDUALS WHO NEITHER AGREE NOR DISAGREE/UNSURE OF PROPOSAL FOR CHARITABLE TRUST

Please let us know your reasons for your choice, having read Kent County Council's proposal to establish a charitable trust?



Base: All Individuals neither agree nor disagree / unsure of proposal for a Charitable Trust (323)

21

SOME EXAMPLE COMMENTS FROM INDIVIDUAL CONSULTEES WHO NEITHER AGREE OR DISAGREE WITH THE CHARITABLE TRUST PROPOSAL OR ARE UNSURE

"The answers given in the questions posed are not positive enough to think services will be safeguarded. I understand this. What are the experiences of authorities that have already adopted this idea? An obvious question that has not been put."

"Although the idea of a charitable trust seems like a good idea, what safeguards are being put in place to guarantee the same level of service being offered now? It is stated that current commitments will be met by the charity - what happens after that?"

"There is not enough detail to enable a definite conclusion, nor to judge the possible consequences for me; no mention of effect on retention of village branches; no mention of effect on costs, how much money the charity would need to raise etc."

"It's just another attempt to down grade library and other services and you are sitting on hundreds of millions of pounds of our money and start spending it to save our services?"

"Insufficient information provided to make an informed choice, specifically very little financial information. In the Q&A document it states that savings of £1.95m are anticipated but there is no explanation of how this will be achieved, or whether it is based on robust evidence from other similar initiatives. The options appraisal document is very high level. Where is the detail?"

"The information makes no mention of level of potential savings, it makes no new mention for archives which are my main interest, this I was given no information on which to base a judgement."

"There seems to be no guarantee that the current level of paid staffing will be continued for any fixed period once the libraries are turned over to charitable status. The libraries are not just for borrowing books, they are a community hub and information point. Trained and paid full time staff are essential for this. Also although you keep saying that the charity model is still up for discussion you are still really giving the impression that it is the only option and set in stone to go ahead."

In addition, 5% indicated they believe registration services should not be part of a Charitable Trust and 2% indicated a concern for the preservation / access of Archives and that it should remain with KCC.

6.4 REASONS FOR NOT SUPPORTING THE PROPOSAL – INDIVIDUALS

Of the Individual Consultees that indicated they disagree with the proposal for a charitable trust, 98% made a cautionary / negative comment at the free text question. 12% of Individual Consultees who disagreed with the proposal for a charitable trust left this question blank.

Consultees who disagreed with the proposal were quite detailed in their comments at this question and often a number of reasons were given. The main issues concern a perceived disruption to the service they use and a belief that the service should continue to run under local authority management and control.

Response by the five key themes identified previously are as follows:

1. Set up / service concerns (46% selecting at least one of the codes below)

- Concerns over Trustees / needs to be carefully set up / funded / managed / who will appoint – 21%
- Concerns over professional expertise / librarians losing jobs / pensions / negative service impact – 14%
- Cuts to services / outsourcing leading to reduced opening / lower quality service – 14%

2. Service should stay as it is (43% selecting at least one of the codes below)

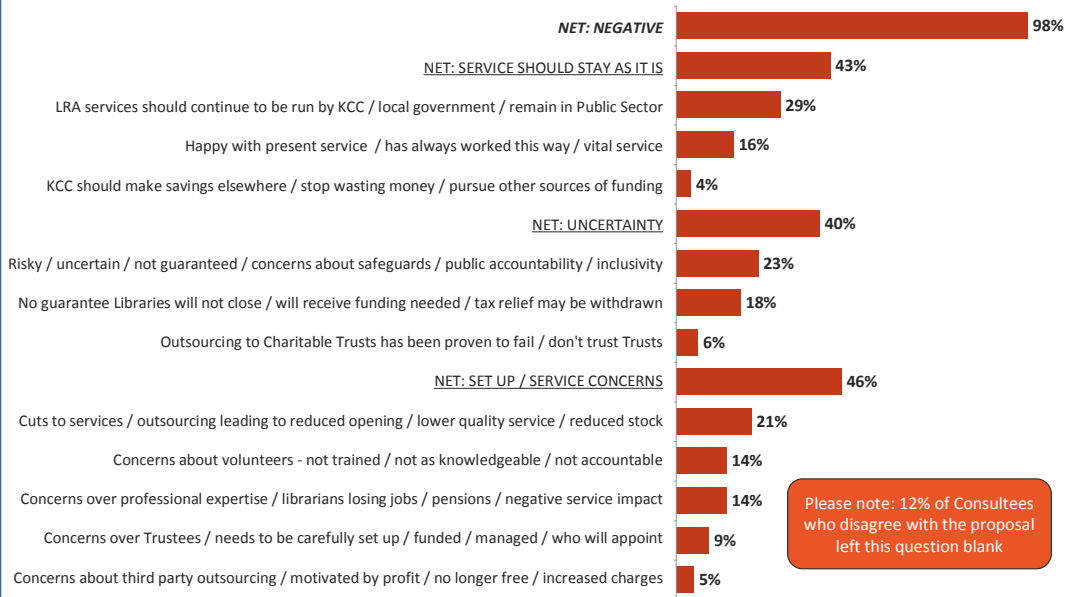
- Happy with present service / has always worked this way / is a vital service – 29%
- Library, Registration and Archive Services should continue to be run by KCC / local government / remain in the Public Sector - 16%
- Kent County Council should make savings elsewhere / stop wasting money / pursue other sources of funding – 4%

3. Uncertainty (40% selecting at least one of the codes below)

- Risky / uncertain / not guaranteed / concerns about safeguards / public accountability / inclusivity – 23%
- No guarantee Libraries will not close / will receive funding needed / tax relief may be withdrawn – 18%
- Outsourcing to Charitable Trusts has been proven to fail / don't trust Trusts - 6%
- Concerns about volunteers - not trained / not as knowledgeable – 9%
- Concerns about third party outsourcing / motivated by profit / no longer free / increased charges – 5%

INDIVIDUALS WHO *DISAGREE* WITH PROPOSAL FOR A CHARITABLE TRUST ONLY

Please let us know your reasons for your choice, having read Kent County Council's proposal to establish a charitable trust?



Base: All Individuals disagree with proposal for a Charitable Trust (718)

23

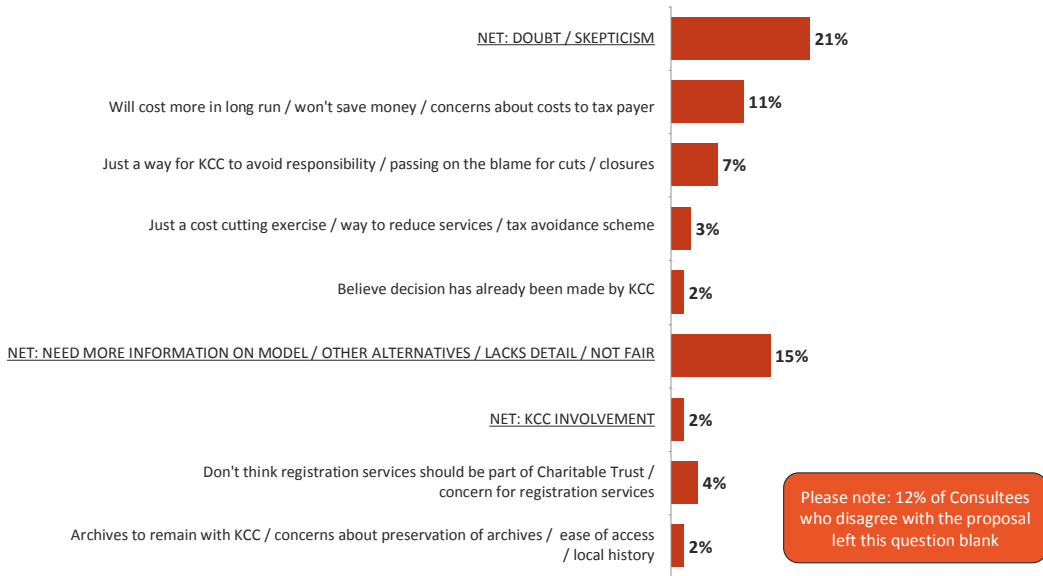
4. Doubt / scepticism (21% selected at least one of the code below)

- Will cost more in long run / won't save money / will cost tax payers – 11%
- Just a way for KCC to avoid responsibility / passing on blame for cuts / closures – 7%
- Just a cost cutting exercise / way to reduce services – 3%
- Believe decision has already been made by KCC – 2%

5. Request for more information / detail on the proposal as well as the other alternatives to make a fair conclusion – 15%

INDIVIDUALS WHO DISAGREE WITH PROPOSAL FOR A CHARITABLE TRUST ONLY

Please let us know your reasons for your choice, having read Kent County Council's proposal to establish a charitable trust?



Base: All Individuals disagree with proposal for a Charitable Trust (718)

24

SOME EXAMPLE COMMENTS FROM INDIVIDUAL CONSULTEES WHO DISAGREE WITH THE CHARITABLE TRUST PROPOSAL

"There are a number of areas which require clarification: - Will it be guaranteed that libraries will remain free, open to all, and linked to others in the country? - Will minimum levels of library-trained staff and paid staff be set? - What will happen if the trust fails or is deemed unsatisfactory."

"I go to my local library at Minster, Isle of Sheppey, Kent and also visit Sheerness library. Both of these libraries are run very well and I do not think that a charitable trust is necessary. Leave things as they are - that would be best."

"Any changes would take away from the existing high level of service. Charitable trusts would end up giving it up when volunteers failed to materialise and the going got tough. We would then have no library."

"A charitable Trust will almost certainly reduce the service. This has been the case in other parts of the country. Greater use of volunteers for example will equate in a reduction in the quality of service. I would have to be sure financing would be available to at least keep the current standard before I could approve."

"If a significant percentage of the financial advantage is to arise via business preferential rates it is robbing Peter to pay Paul or tax avoidance? I do not take to the idea of significant powers being transferred to volunteers."

"I understand the reasoning behind the proposal but I am concerned that once it is removed from council control, there will be a gradual degradation of the service and we will be constantly asked to make donations. I think that libraries is an area that should be funded by the government and that representations should be made to central government for more funding for this"

"You say charitable status will reduce the business rate that libraries have to pay - since they pay this to KCC i.e. their funding body, how does this reduce KCC costs? Also, since KCC is already cutting funding to libraries, if the library service becomes a separate trust, what guarantee is there that KCC will not cut funding?"

"I am involved in many charities and I know that it is increasingly difficult to find people willing and able to volunteer. Everyone is too busy working. Library services are too important to be left to the vagaries of finding enough volunteers, with the right skills, to deliver a decent service."

SOME EXAMPLE COMMENTS FROM INDIVIDUAL CONSULTEES WHO STRONGLY DISAGREE WITH THE CHARITABLE TRUST PROPOSAL

"Conflicts and exclusions are likely to arise from the definition of charitable purpose. There are sound reasons why libraries are not, currently, charitable trusts. The funding mechanisms in place make libraries far more secure entities than as charitable trusts. The ways in which trusts are run would suggest to me that those governing the futures of libraries might have agendas which differ from the principles I would associate with public library provision."

"These services should be kept in house, in the public sector and accountable. It is a way of saving money there should be no cuts. A trust will look to close libraries and reduce services. Library budget is a small part of KCC budget and should not be cut."

"The libraries run a highly effective and friendly service. It is a vital part of local communities and after years of reshuffles and changes we have finally reached a comfortable middle ground. Any changes jeopardises the hard work put in by staff and volunteers alike."

"Library services are important and should be provided by the local authority, free of charge, we already pay for them through taxation, they should not be provided by a"

"This document is over wordy but lacking substance, it is explicitly biased so in no way presents any facts customers can use to make an informed decision e.g. charitable trust, most flexible model, you don't explain how, it currently stinks of a KCC money saving venture, if KCC paid less to it's upper management and disbursed money more evenly there would be no need for"

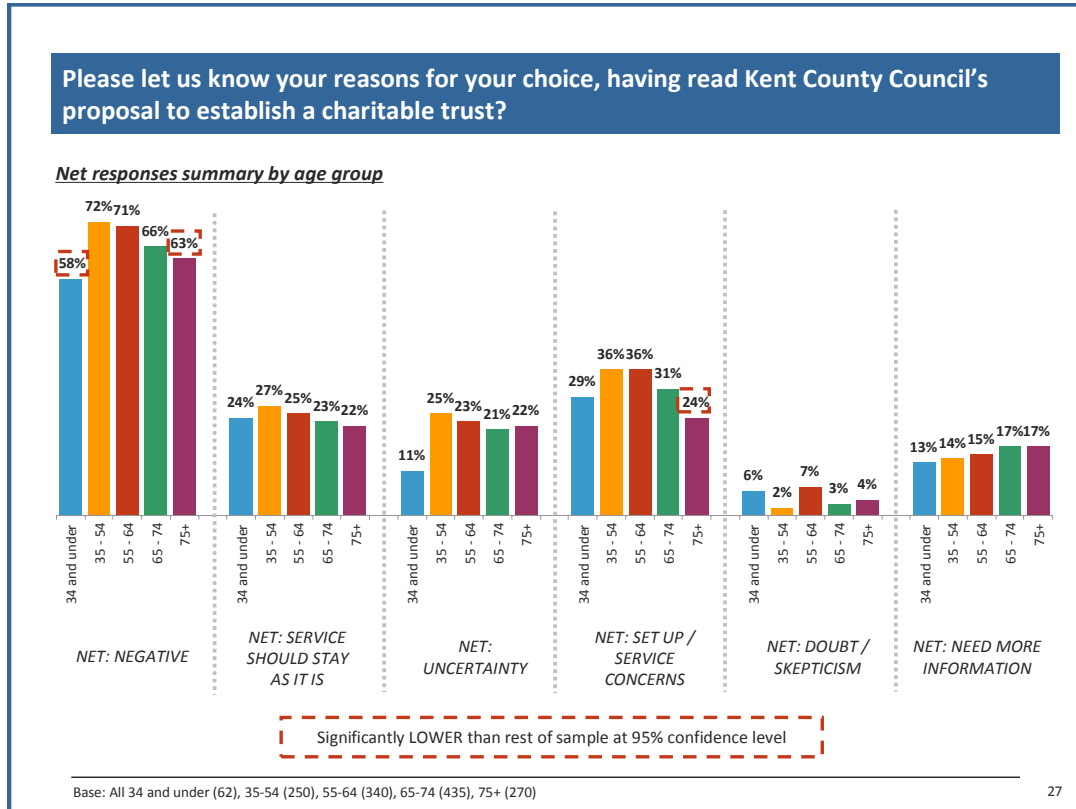
"The main motivation seems to be savings in business rates but that just means a loss in income for other councils and therefore cuts elsewhere. Where are you going to find people willing and more importantly able to be unpaid trustees? If you pass the service to a charitable trust you will lose control of it so how can you be sure that they will fulfil your aspirations for the service? Looks like you are trying to separate yourselves from possible difficult decisions later on. Library provision is a statutory service not a charitable one and I think this is an abuse of charitable status - I'm surprised the Charity Commission doesn't see it that way."

"Charitable trusts are just a way of foisting off responsibility for a public service. I want a library service that is run by an elected local government not a well meaning group of amateurs."

6.5 DIFFERENCES BY DEMOGRAPHIC GROUPS – INDIVIDUAL CONSULTEES

AGE

Whilst concerns are evident across all age groups, there are some significant differences to note. Concerns are fewer amongst Individual Consultees aged 34 and under and aged 75 and over; consistent with overall agreement patterns. Set up and service concerns distinguish Individual Consultees aged 35-64 years old and could have informed their lower perceptions at an overall level.

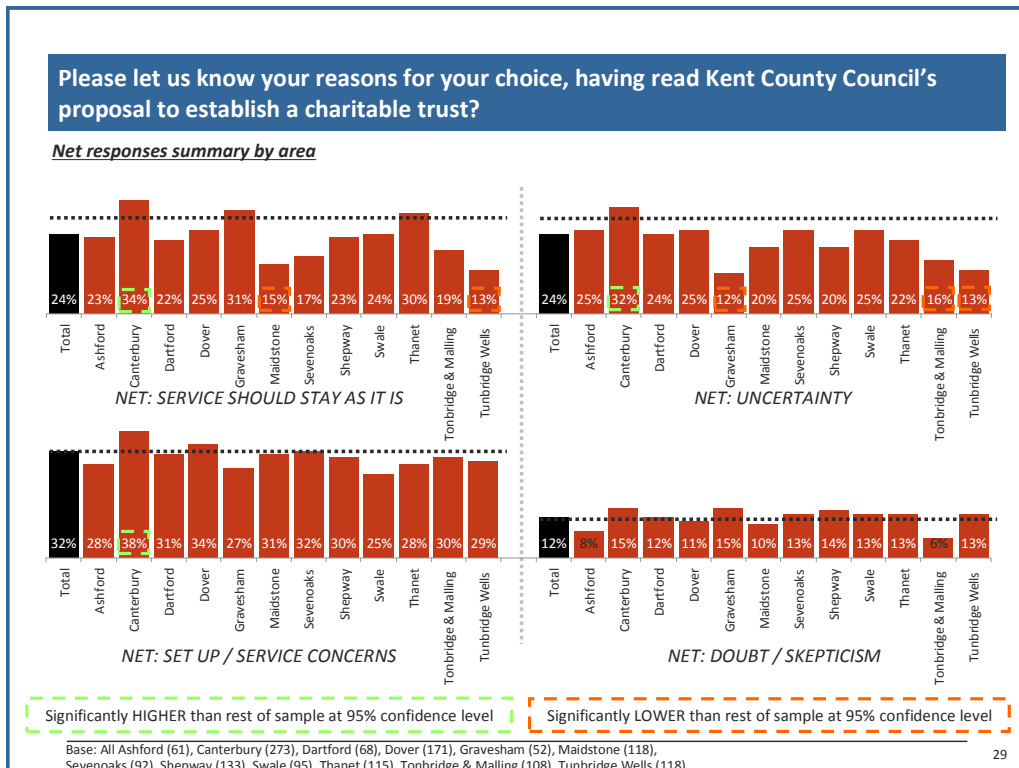
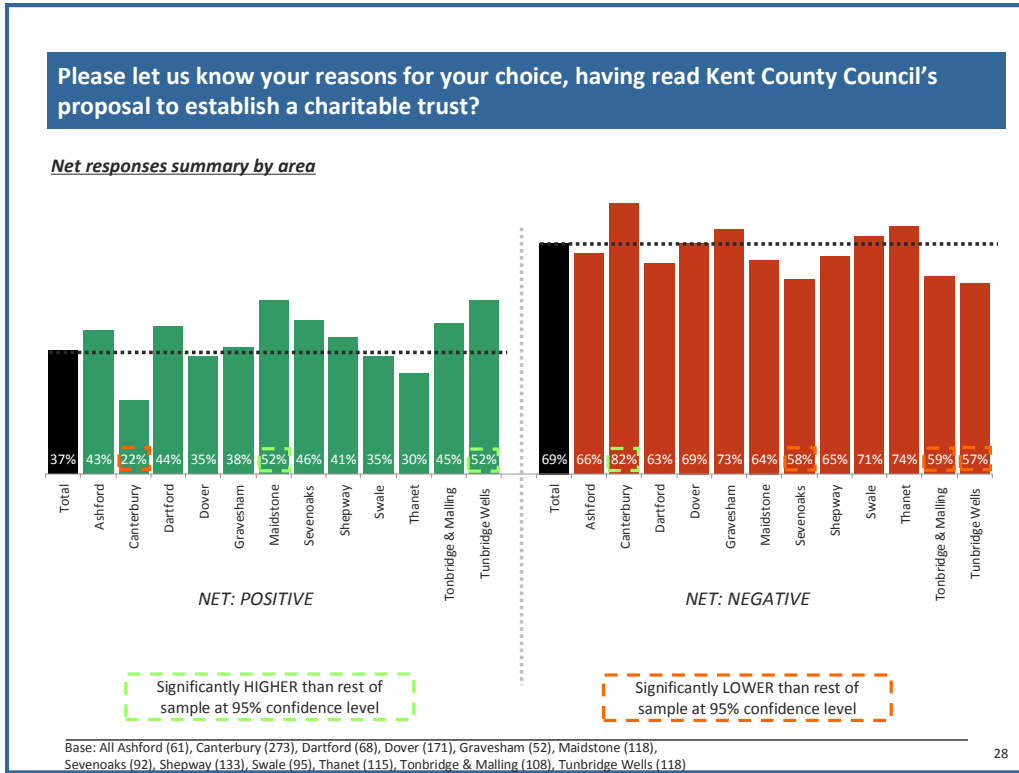


AREA

There are marked significant differences by area/district, consistent with overall agreement patterns. A significantly higher proportion of Maidstone and Tunbridge Wells residents made a positive comment and encouraging proportions made a positive comment amongst Ashford, Dartford, Sevenoaks and Tonbridge & Malling residents.

Conversely, a significantly lower proportion of Canterbury residents made a cautionary / negative comment. When focusing on the themes coming through by area/district, it appears that the higher proportion of cautionary / negative comments amongst Canterbury residents stems from a higher proportion indicating:

- There is uncertainty with regard to the proposal;
- They have set up / service concerns;
- A stronger belief that the service should continue to run under local authority control.



6.6 INDIVIDUAL RESPONSES SUMMARISED

We have combined the responses of Individual Consultees from the two pre coded questions concerning agreement (see below) to develop an overview of Individual Consultee opinion:

- Having read Kent County Council’s mission for the future of its Libraries, Registration and Archives service, which of the following statements best describes your thoughts?
- Having read Kent County Council’s proposal to establish a charitable trust, which of the following statements best describes your thoughts?

To summarise:

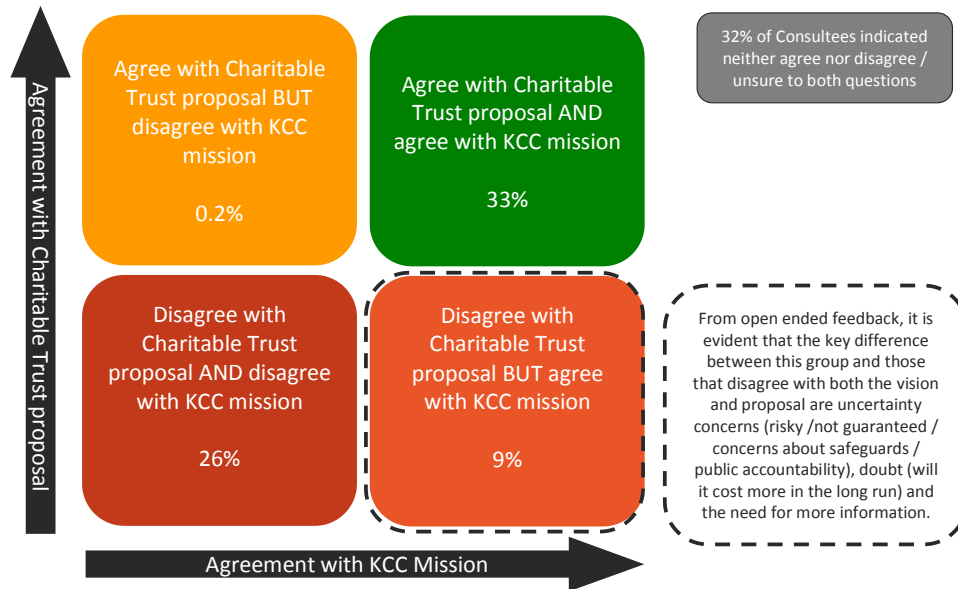
5. 33% agree with the Charitable Trust proposal and Mission put forward
6. 9% disagree with the Charitable Trust proposal put forward but agree with the Vision
7. 32% neither agreed nor disagreed at one or both of the questions put forward concerning the Charitable Trust proposal or the Mission
8. 26% disagree with the Charitable Trust proposal and the Mission put forward

The distinguishing factors between those who are unsure about both aspects (Group 3 - 32%) and those who agree with the Mission but disagree with the Charitable Trust proposal (Group 2 - 9%), compared to those that disagree with both aspects, are:

- Uncertainty concerns (risky /not guaranteed / concerns about safeguards / public accountability);
- Doubt (will it cost more in the long run);
- The need for more information / detail on the proposal as well as the other alternatives to make a fair conclusion.

Depending on the set up and structure of the Charitable Trust, it is possible that there could be more support for the Charitable Trust proposal than that outlined directly here – providing the main concerns are addressed.

Comparing overall opinions of KCC Mission and Charitable Trust proposal



30

6.7 REASONS FOR SUPPORTING THE PROPOSAL – GROUP / ORGANISATION CONSULTEES

Focusing on Group / Organisation representatives specifically, just under a third of those answering made a positive comment (32%). 18% of Group / Organisation representatives who agreed with the proposal for a charitable trust left this question blank.

Of those that made a positive comment the most popular reasons were based on the fact that it was the best option to move forward with to protect the existing service:

- 18% consider it the best of the alternatives suggested to protect / expand the service and to keep libraries open.
- 3% believe it is a sensible suggestion and is well considered.
- 3% indicated they would support the model on the condition that no service or staff changes were made / no libraries were closed

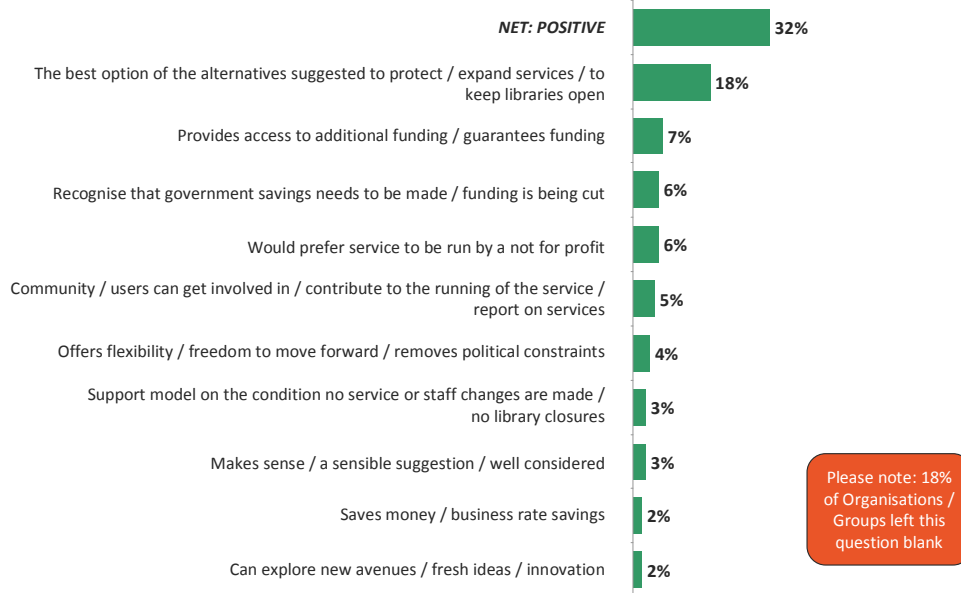
Consistent with findings from Individual Consultees, references were also made to the key benefits highlighted in the Consultation document:

- 7% believe it will provide access to additional funding / guarantees funding
- 4% believe it offers flexibility / freedom to move forward
- 5% believe the community / users will be able to get involved in / contribute to the running of the service
- 2% believe it will save money / achieve business rate savings
- 2% believe it will offer the chance to explore new avenues / fresh ideas / innovation.

6% recognise that government savings need to be made / funding is being cut.

ORGANISATIONS / GROUPS TOTAL

Please let us know your reasons for your choice, having read Kent County Council's proposal to establish a charitable trust?



Base: All Groups / Organisations (136)

31

SOME EXAMPLE COMMENTS FROM PUBLIC SECTOR PARTNERS WHO AGREE OR NEITHER AGREE NOR DISAGREE WITH THE CHARITABLE TRUST PROPOSAL

"Like many I believe that library resources are essential to a community but I understand the financial challenges that mean decisions have to be made regarding the administration. The charitable option gives the service the opportunity to raise more funding than the council can offer and puts responsibility for the quality of service in the hands of the community."

"KCC presents 4 options for the way forward and gives their case for their preferred option - a change to Charitable Trust Status (Option 2). The justification for the changes seems plausible but there is concern that the benefits as presented can indeed be realised in practice. An independent evaluation would have helped in this respect. The bottom line is "are we going to lose our local library". The answer appears to be "no not now" but once the Charitable Trust is set up changes could well be made."

"Transferring to a charitable trust may not be ideal as staying with KCC would offer continuity of service, however if change is inevitable this would appear to be a better option than outsourcing to a 3rd party - where the interest of the community may not be best served. Your document demonstrates some positives of a charitable trust, although we do remain concerned that if money is drying up we may lose services."

"At this initial stage of the consultation process, we neither agree or disagree and wish to maintain an open mind on the funding issue. We understand the need for KCC to cut expenditure and funding will always be an issue whether the service is run by KCC (as now) or by other means. In either case funding should be safeguarded but be more accountable to public scrutiny. The consultation should not just be about saving KCC money, but also as an opportunity to review and refocus the role of the library's services towards being an improved local asset for community enjoyment and social use. The transfer of operations to a charitable trust would hopefully give more opportunities to tailor the services to the needs of the local population, but the Parish Council has serious concerns relating to how funding sustainability will be maintained. We would generally favour change if it provides opportunities to obtain additional outside funding to improve the service and widen the scope of the local service delivery."

SOME EXAMPLE COMMENTS FROM VOLUNTARY, COMMUNITY OR FAITH SECTOR REPRESENTATIVES WHO AGREE OR NEITHER AGREE NOR DISAGREE WITH THE CHARITABLE TRUST PROPOSAL

"It would remove the service from the political tug-of war that accompanies an election let provider. It would enable the Charitable Trust to apply for grants and would restrict the Trust from inappropriate activities."

"Local authorities such as KCC have a long and respected tradition as a quality provider of LRA services. But it is clear that funding this is now a major challenge which requires new support routes. There are risks and gains, and only time will show which. On balance I support charitable trust status. I have enough experience of external funding opportunities to know, if successfully pursued (and competition is fierce), the potential for positive impact on aspects of LRA. External trustees with a range of experience could also make further big impact - including on service planning, performance management, and customer satisfaction. Choice of trustees will be crucial, and there needs to be some externally verified merit standard to avoid political placement/women. There also needs to be some route for democratic voice in selection of trustees - perhaps

"Library services are essential - if this is the way to preserve them then I agree with proposal - third party private suppliers not an option."

"It depends on how much power they have and whether the trust will include members who have actually worked in local libraries for their experience and members of user groups for their

"It seems the best option in order to maintain and library service in the community, the worst care scenario is for our library services to

"I use my local library (at Seal) a lot because the Seal history group archives are stored there. In the past while writing the recent history of Seal, published 2007 I have also used the county archives at Maidstone a lot, given the financial constraints, I think the charitable option is likely to prove the best one."

6.8 REASONS FOR NOT SUPPORTING THE PROPOSAL – GROUP / ORGANISATION CONSULTEES

70% of Group / Organisation representatives made a cautionary / negative comment at the free text question. 18% of Individual Consultees who disagreed with the proposal for a charitable trust left this question blank.

Consultees who disagreed with the proposal were quite detailed in their comments at this question and often a number of reasons were given. The main issues concern a perceived disruption to the service they use and a belief that the service should continue to run under local authority management and control.

Response by the five key themes identified previously are as follows:

1. Set up / service concerns (34% selecting at least one of the codes below)

- Cuts to services / outsourcing leading to reduced opening / lower quality service – 16%
- Concerns over professional expertise / librarians losing jobs / pensions / negative service impact – 13%
- Concerns over Trustees / needs to be carefully set up / funded / managed / who will appoint – 13%
- Concerns about volunteers - not trained / not as knowledgeable – 11%

2. Uncertainty (29% selecting at least one of the codes below)

- Risky / uncertain / not guaranteed / concerns about safeguards / public accountability / inclusivity – 16%
- No guarantee Libraries will not close / will receive funding needed / tax relief may be withdrawn – 14%

3. Service should stay as it is (14% selecting at least one of the codes below)

- Library, Registration and Archive Services should continue to be run by KCC / local government / remain in the Public Sector - 7%
- Happy with present service / has always worked this way / is a vital service – 5%

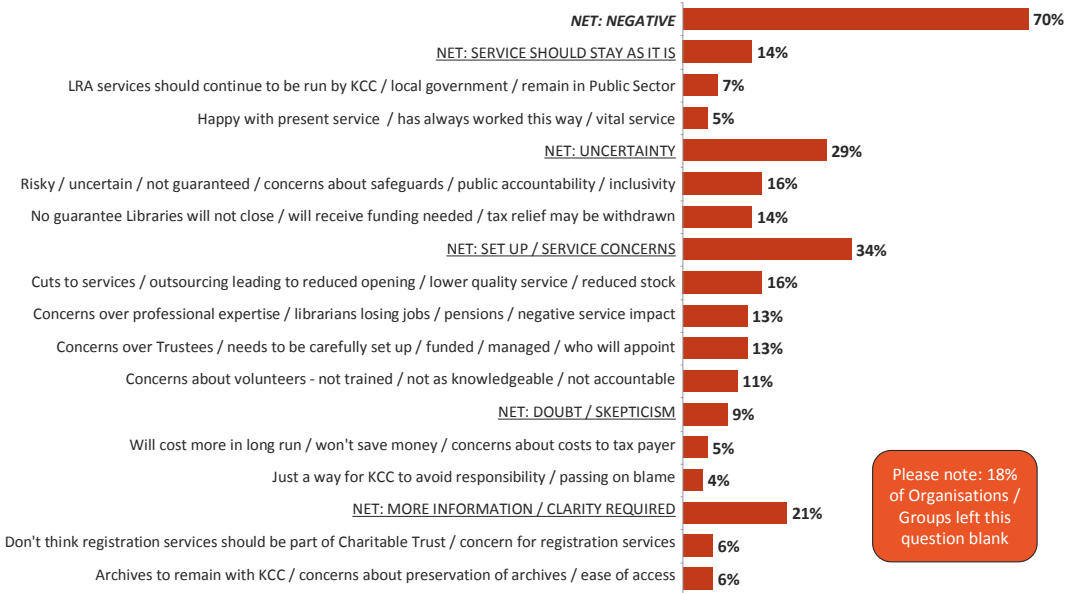
4. Request for more information / detail on the proposal as well as the other alternatives to make a fair conclusion – 21%

5. Doubt / scepticism (9% selected at least one of the code below)

- Will cost more in long run / won't save money / will cost tax payers – 5%
- Just a way for KCC to avoid responsibility / passing on blame for cuts / closures – 4%

ORGANISATIONS / GROUPS TOTAL

Please let us know your reasons for your choice, having read Kent County Council's proposal to establish a charitable trust?



Please note: 18% of Organisations / Groups left this question blank

Base: All Groups / Organisations (136)

34

SOME EXAMPLE COMMENTS FROM PUBLIC SECTOR PARTNERS WHO DISAGREE WITH THE CHARITABLE TRUST PROPOSAL

"Not enough information provided to date to make a fully informed comment. These decisions usually tend to prove more expensive than at first thought probably less costly to retain services in house."

"I am completing this survey on behalf of a Parish Council. The Parish Council's preference is for the service to be kept in house. Members expressed concern about KCC's abdication of responsibility and questioned what level of charitable funds the service would actually be able to attract. There was also concern about future cuts and the potential vulnerability of any future partnership."

"Insufficient information at this stage to allow for a 'vote' to agree, e.g. procedures for establishing a trust (you admit that you are "still working through how this would work in practice") and financial commitments (e.g. what happens if the trust 'fails'); no indication of the geographical scope of such a trust and how an individual village library might be affected."

"If savings of £3 million are to be made it cannot be achieved through further staff reduction or rent/rate rebates. It is doubtful if there will be enough sponsorship so savings will have to be achieved via cuts to services (mobile libraries), charges for IT or archive retrieval and relying on volunteers rather than paid and qualified staff. It is strongly doubted that savings will be achievable by the formation of a"

"Lack of accountability, too much employment of volunteers, will cut wages and conditions of staff and reduced numbers of professional quality staff."

"Once the service is outsourced there is less public control over how, what and where the service is provided. Local government has been shown to be extremely poor at managing contracts and procurement. There is no guarantee that under a charitable trust the library and archiving services would remain available to all, of the standard they are now or better and free."

SOME EXAMPLE COMMENTS FROM VOLUNTARY, COMMUNITY OR FAITH SECTOR REPRESENTATIVES WHO DISAGREE WITH THE CHARITABLE TRUST PROPOSAL

"Would prefer KCC to retain control of the service, if money is the prime reason for the change then consider charging library users for what is provided. There is no evidence on which to base an assessment of a new model, it is by its nature untested. There will or could be increased running costs, not savings."

"The proposals are too vague to enable informed judgement by the public. This is an inadequate consultation document which has cost money to produce but which contains no useful information."

"The County Council should remain in complete control of all library services and their staffing. It should remain a service and not a charity or voluntary body."

"I have no confidence that the proposal will improve the service. There is nothing significant a trust could achieve which could not be done by efficient and imaginative management by KCC. The effect (beyond an unjustified cut in costs to KCC) would be to diminish the accountability of those running the service and therefore the effectiveness of the services."

"I'm sure librarians will lose their jobs. They do a wonderful job and are very helpful. If replaced by volunteers the service will diminish and probably result in chaos."

"Further reductions will be made to government services (due to a combination of cost savings required as our population ages and an ideological driven desire to shrink the state) and this change will make it easier for KCC to 'walk away' from providing these essential

"I feel that this can only result in a reduced level of provision and service, and even less public accountability. This is a STATUTORY service."

"We are already concerned about the safety and security of our documents, which need to be catalogued, conserved and secured. Many contain confidential information and are therefore restricted access. De-professionalisation of the service is already causing concern, and may well get worse in private hands."

"My concern is over future of Kent Archive and does not appear to have considered in depth the implication to other archive and library users or how funding will be obtained to sustain this unique facility for future generations plus retaining skilled and knowledgeable staff."

"We are regular users of the archive service. The service is already under pressure from a dilution of professional expertise in the name of economy. Further dilution resulting from this transfer will be highly detrimental to the quality of service. Archives are a specialist professional expertise and it is simply unacceptable to expect non-specialist staff to provide a decent level of service. The County archive is a public treasure which must not be put at risk in this way."

"The details of the proposal are not clear or sufficient enough for anyone to make an informed decision or support the proposals as they stand. There is a danger under the proposals that should the service fail to achieve Archive Service Accreditation its Place of Deposit status. Important collections could be removed from the service's custody, resulting in bad publicity for the spun-out service and KCC care for and pride in its archival heritage. Equally should any proposed Trust fail there has been no consideration of what would then happen to Libraries/Archives. No real details have been given about any proposed Charitable Trust Governance, its make up, who would select Trustees, the requirements it would have to meet or any obligation to consult with the public and the users of the Archives and Libraries. There are no details that convincingly give the fundraising options which would be available to the charitable trust but not to the County Council. The particular needs of the archives have not been adequately considered; they are not even mentioned in the Appendices to the consultation document. There are other options that could be considered e.g. that the Archives be split from the Libraries and to remain with KCC. Grant opportunities are available to the archive service at the present time, but do not seem to be used."

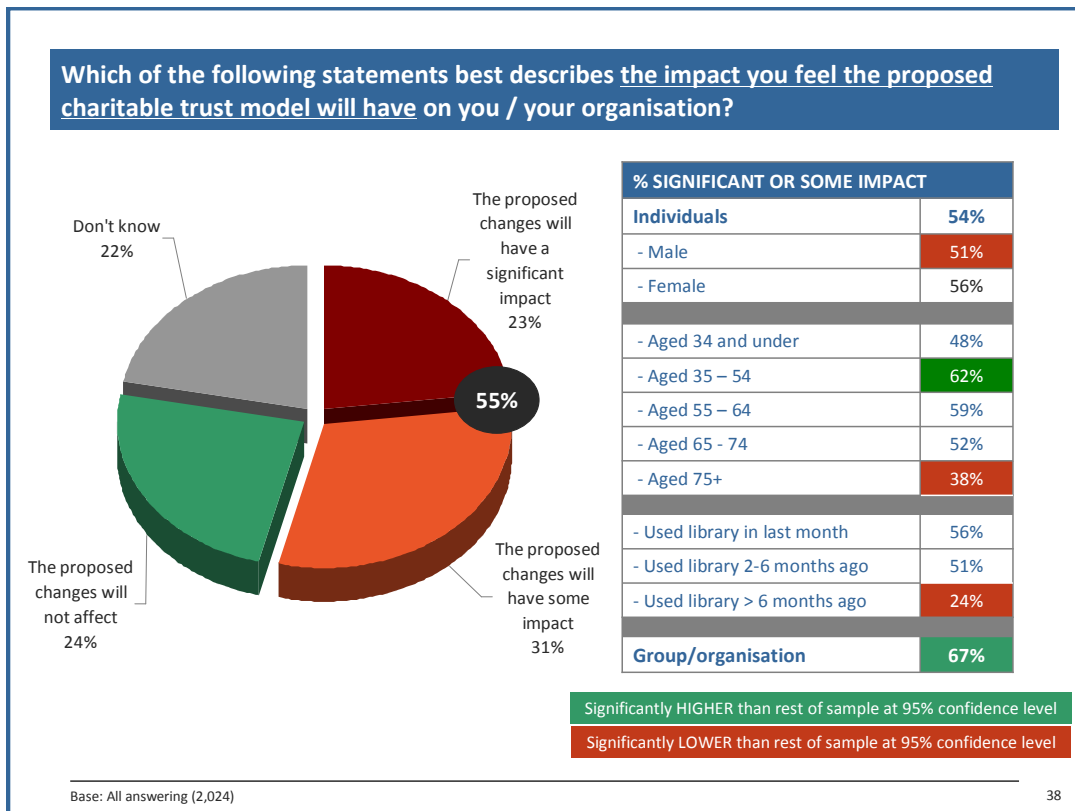
7. PERCEIVED IMPACT OF CHARITABLE TRUST PROPOSAL

7.1 STATED PERCEIVED IMPACT

Consultees were then asked to rate the impact they felt the proposed charitable trust proposal would have on them. 55% of all Consultees indicated the proposed changes would have a significant or some impact on them (23% significantly). This proportion supports overall agreement levels with some service users adopting the charitable trust as a sensible move forward (and would therefore have limited impact on them) and those that are strongly against the proposal (and would therefore impact them significantly).

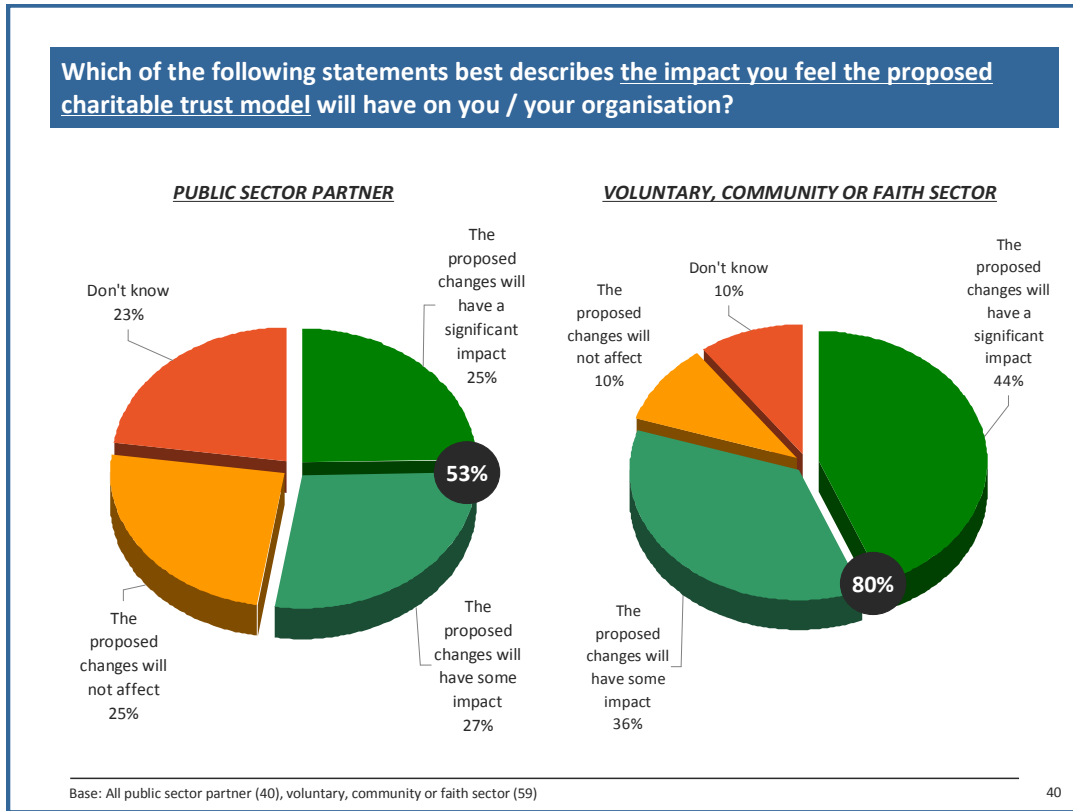
INDIVIDUALS

54% of Individual Consultees indicated the proposed changes would have a significant or some impact on them. A significantly higher proportion of female Consultees believe the proposed changes will impact them (56% compared to 51% of male Consultees). A significantly higher proportion of Individual Consultees aged 35-54 believe the proposed changes will impact them; consistent with set up / service concern patterns observed previously. As expected, there is an indication that those that last used the service in the last month (our proxy for the more frequent service users) believe the impact will be more significant compared to others.



GROUPS / ORGANISATIONS

67% of Group / Organisation representatives indicated the proposed changes would have a significant or some impact on them. There are significant differences observed by type of group / organisation with a significantly higher proportion of representatives from the Voluntary, Community or Faith sector indicating it will affect them (80% compared to 53% of Public Sector partners).



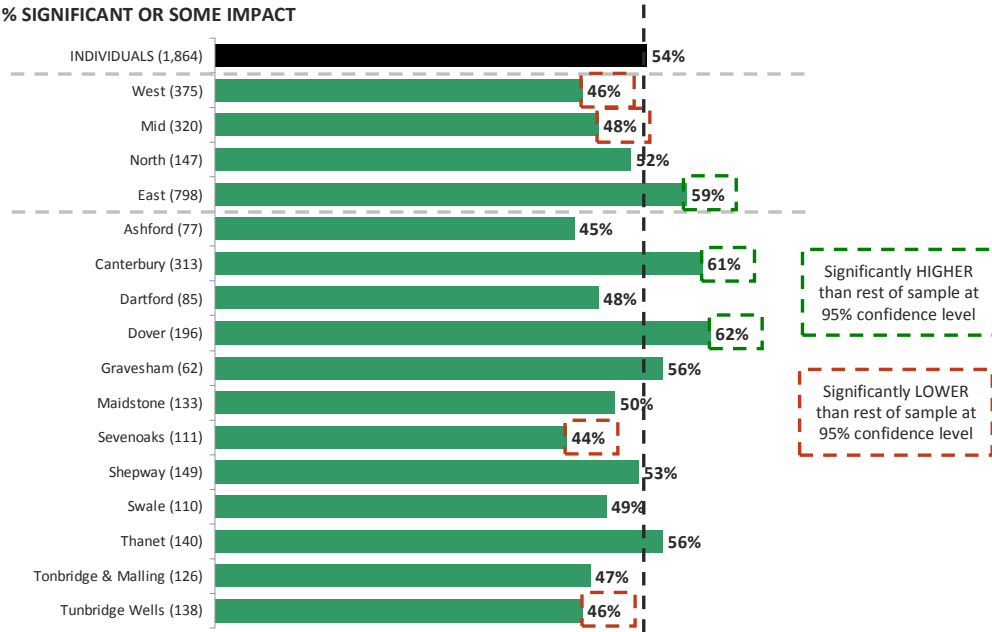
AREA

There are marked significant differences by area / district:

- A significantly lower proportion of residents living in West and Mid Kent indicated the proposed changes would have a significant or some impact on them (46% and 48% respectively). In particular, a significantly lower proportion of residents living in Sevenoaks and Tunbridge Wells believe it will impact them (44% and 46% of residents). Lower proportions are also observed amongst Ashford residents.
- A significantly higher proportion of residents living in East Kent indicated the proposed changes would have a significant or some impact on them (59%). In particular, a significantly higher proportion of residents living in Canterbury and Dover believe it will impact them (61% and 62% respectively).

Which of the following statements best describes the impact you feel the proposed charitable trust model will have on you / your organisation?

% SIGNIFICANT OR SOME IMPACT



Base: All Individuals answering (1,864)

39

7.2 REASONS FOR IMPACT RATING – INDIVIDUAL CONSULTEES

Consultees were then asked to describe the impact they felt the proposed charitable trust would have on them. The free text comments were reviewed and coded into “themes” to provide quantitative analysis for this question. Please note that 56% of Individual Consultees left this question blank; inferring those answering are in reality a reflection of Consultees who consider the proposal to significantly affect them.

Of the Individual Consultees that answered the question, 8% made a positive comment. 93% made a cautionary / negative comment.

In contrast to patterns observed at the previous open ended question, the main issue dominating response here is a perceived disruption to the service they use and concern for how the trust is set up. In addition, there are some concerns for staff currently employed to run the service.

Response by the key themes identified are as follows:

1. Set up / service concerns (43% selecting at least one of the codes below)

- Will reduce services / Degrade services / Remove services / Negative impact – 23%
- Volunteers will lack necessary skills & training / may have difficulty recruiting – 11%
- Concerns about stock levels being maintained / Range of books will reduce - 6%
- Limited opening times / Reduced accessibility – 6%
- Group activities may cease / loss of amenities / book clubs / reading groups – 4%
- Will impact strongly on vulnerable groups e.g. the elderly / low income – 3%
- Mobile library service cuts / concerns about Home Library Service – 3%

2. Uncertainty (27% selecting at least one of the codes below)

- Closure for Libraries in rural locations / small villages / concerns about closures – 13%
- Will increase costs / charge for certain services / become money making exercise – 9%
- Concerned it may be transferred back / Trust losing funding / No guarantees – 5%
- Loss of Public accountability / FOI exempt / Councillors will have no influence – 4%

3. Service should stay as it is (27% selecting at least one of the codes below)

- Happy with the way things are / Regular user / Essential service / Maintain standards – 20%
- Libraries should remain publically funded / free service / Run by KCC / remain in-house – 8%

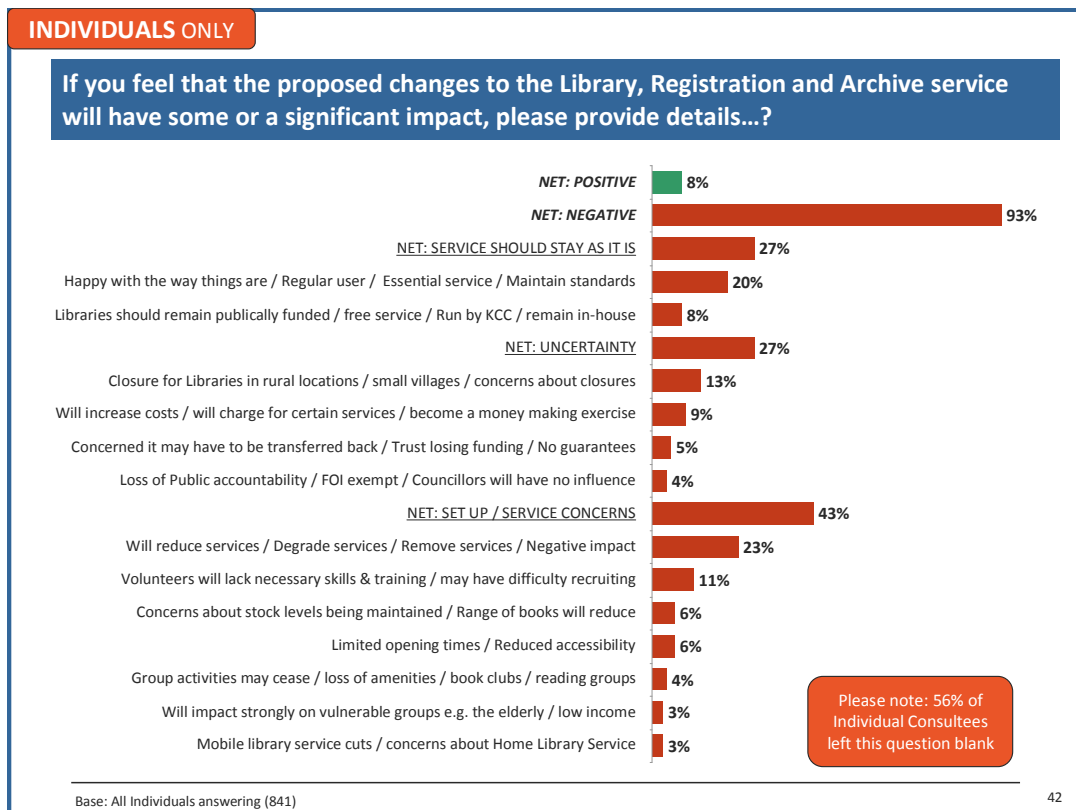
4. Staff concerns (14% selected at least one of the codes below)

- Concerns for current staff / Potential job losses / cuts to salaries / Unable to maintain professional expertise – 12%
- Negative impact on employment with the LRA service / loss of pensions / changes to terms & conditions of employment – 3%

5. Request for more information / detail on the proposal as well as the other alternatives to make a fair conclusion – 13%

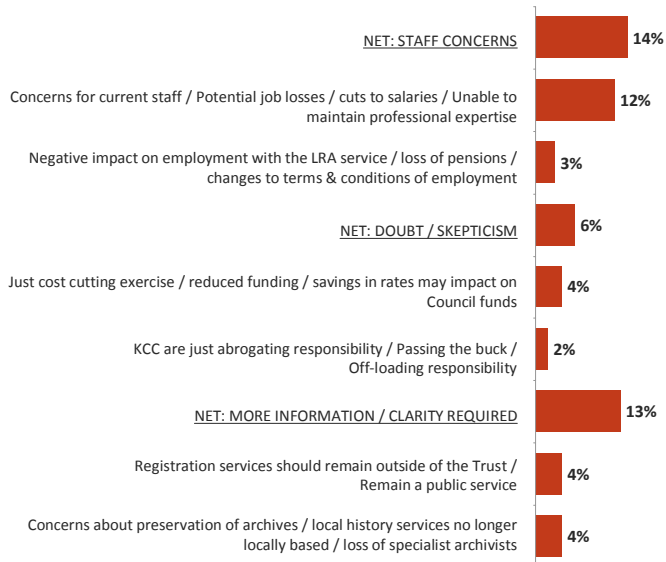
6. Doubt / scepticism (6% selected at least one of the code below)

- Just cost cutting exercise / reduced funding / savings in rates may impact on Council funds – 4%
- KCC are just abrogating responsibility / Passing the buck / Off-loading responsibility – 2%



INDIVIDUALS ONLY

If you feel that the proposed changes to the Library, Registration and Archive service will have some or a significant impact, please provide details...?



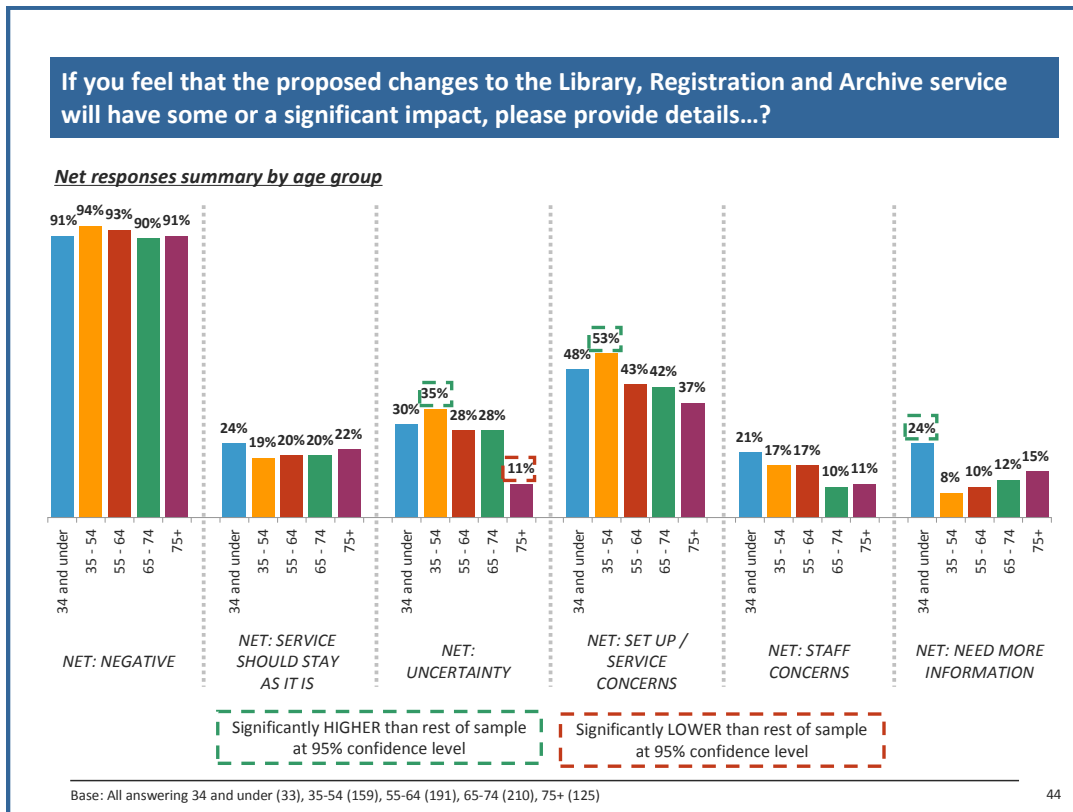
Please note: 56% of Individual Consultees left this question blank

Base: All Individuals answering (841)

43

AGE

Whilst the perceived impact is evident across all age groups, there are some significant differences to note. Uncertainty concerns are fewer amongst Individual Consultees aged 34 and under. Consistent with earlier patterns observed, set up and service concerns and uncertainty concerns distinguish Individual Consultees aged 35-54 years old.



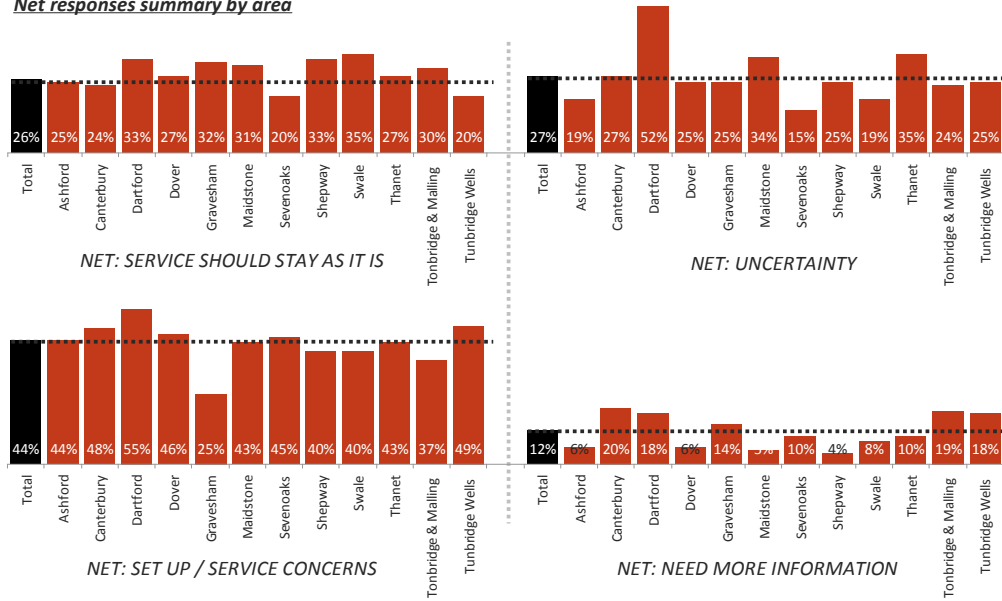
AREA

Whilst not significant (largely due to base sizes), there are some differences by area/district.

- A higher proportion indicating uncertainty and set up / service concerns in Dartford;
- A higher proportion indicating the need for more information in Canterbury, Dartford, Tonbridge & Malling and Tunbridge Wells

If you feel that the proposed changes to the Library, Registration and Archive service will have some or a significant impact, please provide details...?

Net responses summary by area



Base: All Ashford (32), Canterbury (174), Dartford (33), Dover (97), Gravesham (28), Maidstone (58), Sevenoaks (40), Shepway (72), Swale (48), Thanet (51), Tonbridge & Malling (54), Tunbridge Wells (61)

7.3 REASONS FOR IMPACT RATING – GROUP / ORGANISATION CONSULTEES

Consistent with the pattern observed for Individual Consultees, 41% of Group / Organisation representatives left this question blank; inferring those answering are in reality a reflection of Consultees who consider the proposal to significantly affect them.

Of the Group / Organisation representatives that answered the question, 5% made a positive comment. 87% made a cautionary / negative comment.

In contrast to patterns observed at the previous open ended question, the main issue dominating response here is a perceived disruption to the service they use and concern for how the trust is set up. In keeping with the sample group in question, there is a stronger concern for a potential loss of group activities.

Response by the key themes identified are as follows:

1. Set up / service concerns (48% selecting at least one of the codes below)

- Will reduce services / Degrade services / Remove services / Negative impact – 17%
- Volunteers will lack necessary skills & training / may have difficulty recruiting – 12%
- Group activities may cease / loss of amenities / book clubs / reading groups – 12%
- Will impact strongly on vulnerable groups e.g. the elderly / low income – 6%
- Concerns about stock levels being maintained / Range of books will reduce – 4%
- Limited opening times / Reduced accessibility – 4%
- Mobile library service cuts / concerns about Home Library Service – 4%

2. Uncertainty (27% selecting at least one of the codes below)

- Closure for Libraries in rural locations / small villages / concerns about closures – 12%
- Will increase costs / will charge for certain services / become a money making exercise – 3%
- Concerned it may have to be transferred back / Trust losing funding / No guarantees – 4%
- Loss of Public accountability / FOI exempt / Councillors will have no influence – 4%

3. Service should stay as it is (18% selecting at least one of the codes below)

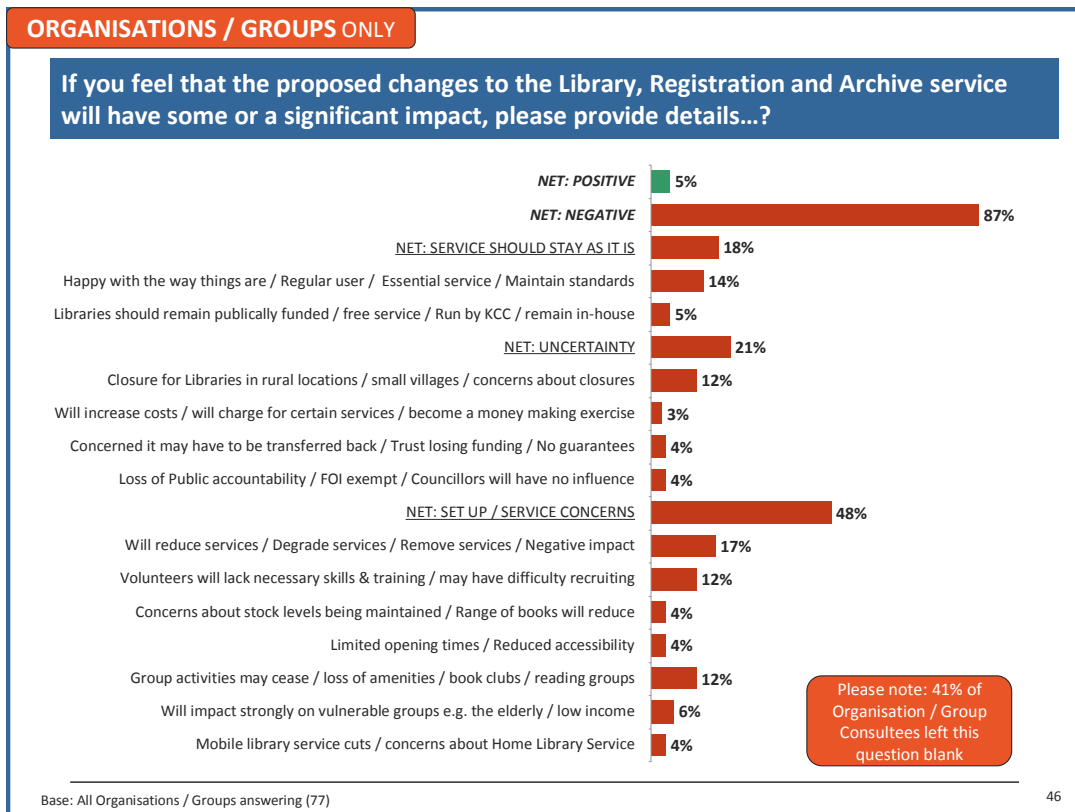
- Happy with the way things are / Regular user / Essential service / Maintain standards – 14%
- Libraries should remain publically funded / free service / Run by KCC / remain in-house – 5%

4. Request for more information / detail on the proposal as well as the other alternatives to make a fair conclusion – 10%

5. Staff concerns - 5%

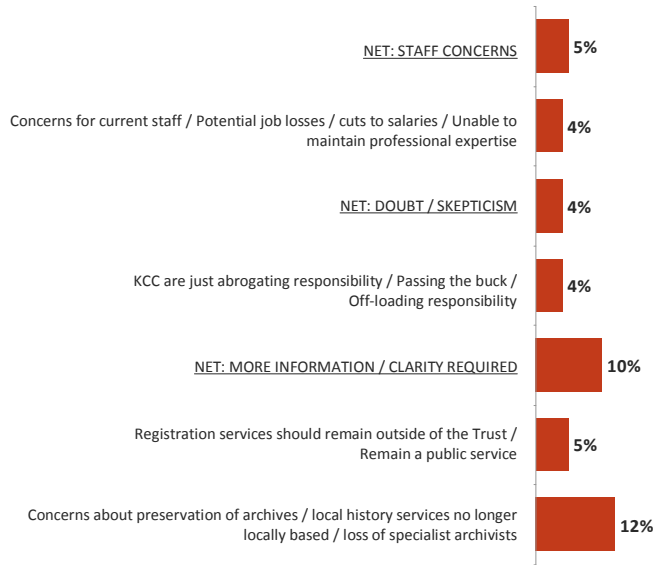
6. Doubt / scepticism - 4%

- Just cost cutting exercise / reduced funding / savings in rates may impact on Council funds – 4%
- KCC are just abrogating responsibility / Passing the buck / Off-loading responsibility – 2%



ORGANISATIONS / GROUPS ONLY

If you feel that the proposed changes to the Library, Registration and Archive service will have some or a significant impact, please provide details...?



Please note: 41% of Organisation / Group Consultees left this question blank

Base: All Organisations / Groups answering (77)

8. ALTERNATIVE OPTIONS TO BE CONSIDERED

Consultees were asked to describe any other options that they would like to see considered or anything else they would like to see the Libraries, Registration and Archive service deliver that it doesn't at present.

Perhaps unsurprisingly, given the main focus of the Consultation document, 63% of Consultees left this question blank. In addition, 21% of those that answered indicated they wouldn't suggest anything and that they are happy with current high quality services being delivered.

Of the alternatives suggested, some referenced more communal activities such as:

- Forums / Links / Space for community activities / elderly / charities / educational clubs
- Book Clubs / Reading Groups / Workshops / Lectures / Talks / outings
- Adult education / assisting adult literacy / CV clinics / Job Club / U3A

Some referenced more commercial / diversified activities such as:

- WiFi access / Expand IT access / More PC's (computers) to be made available
- Café / Coffee Shop / Franchises / Catering facilities / micropub
- Gateway / Government - Community Hub / Citizens advice
- Tourist information / notice boards / local information desks
- Rooms available to rent / hire for meetings / Groups / make full use of space

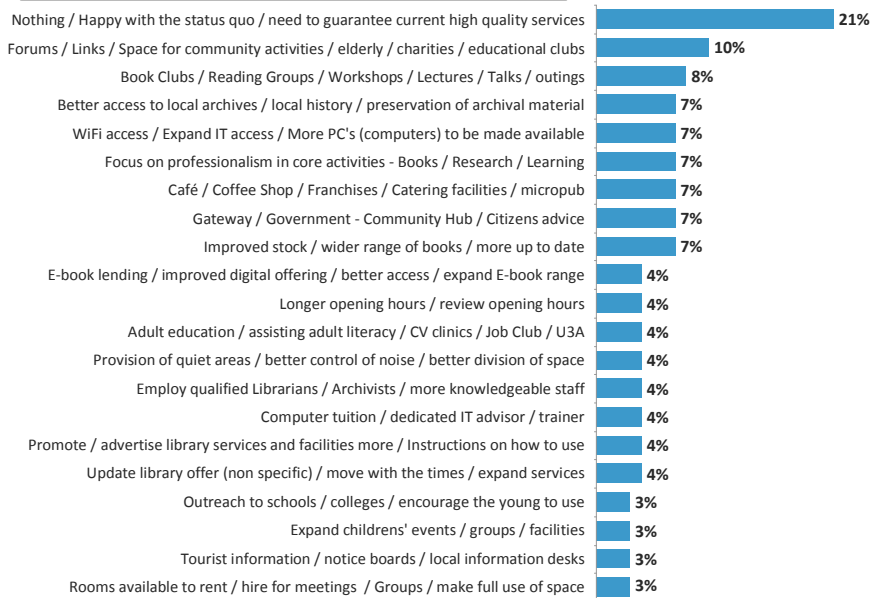
In addition, some referenced the advertising and promotion of the services currently offered:

- Promote / advertise library services and facilities more / Instructions on how to use
- Update library offer (non specific) / move with the times / expand services

7% of Consultees referenced better access to local archives / local history / better preservation of Archive material.

Are there any other services you would like to suggest or anything you would like to see the Libraries, Registration and Archive service deliver that it doesn't at present?

Please note: 63% of Consultees left this question blank



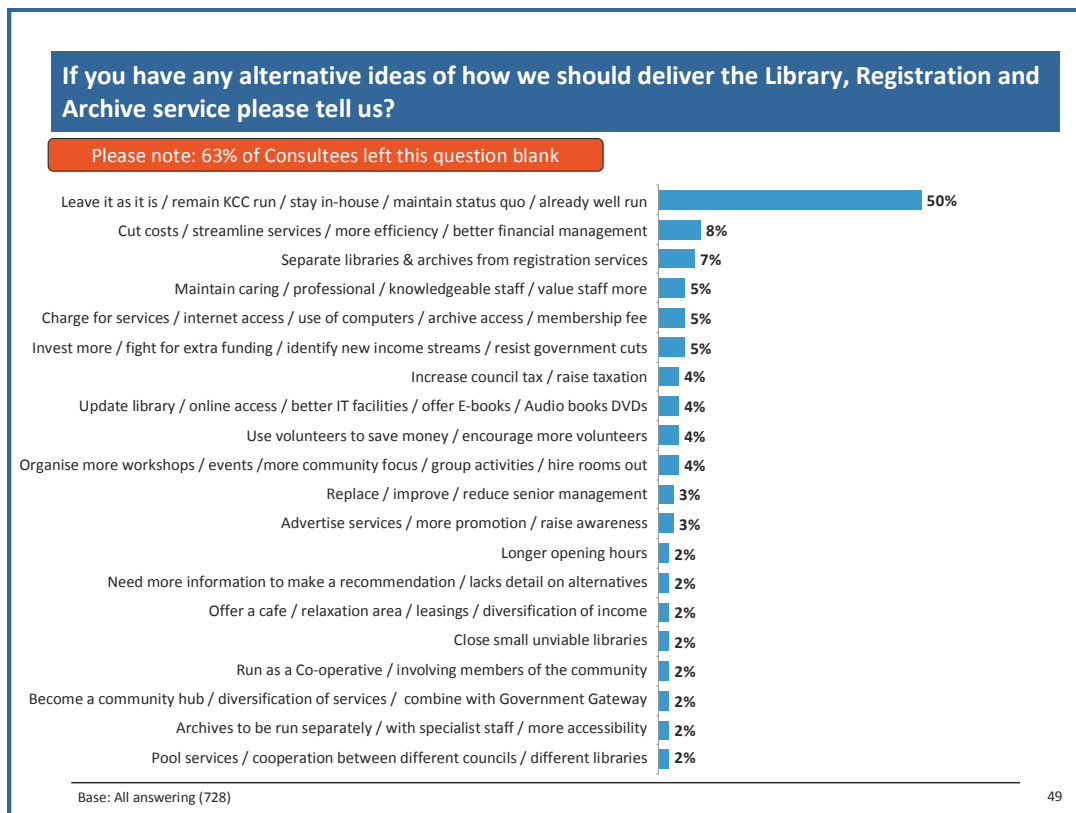
Base: All answering (721)

48

Consultees were asked to describe any alternative ideas of how the Library, Registration and Archive service should be delivered.

Consistent with the previous question, 63% of Consultees left this question blank. In addition, 50% of those that answered indicated they wouldn't suggest anything and that they are happy with current high quality services being delivered. Other alternatives suggested are broadly consistent with those identified previously.

7% of Consultees referenced the need to separate libraries & archives from registration services moving forward.

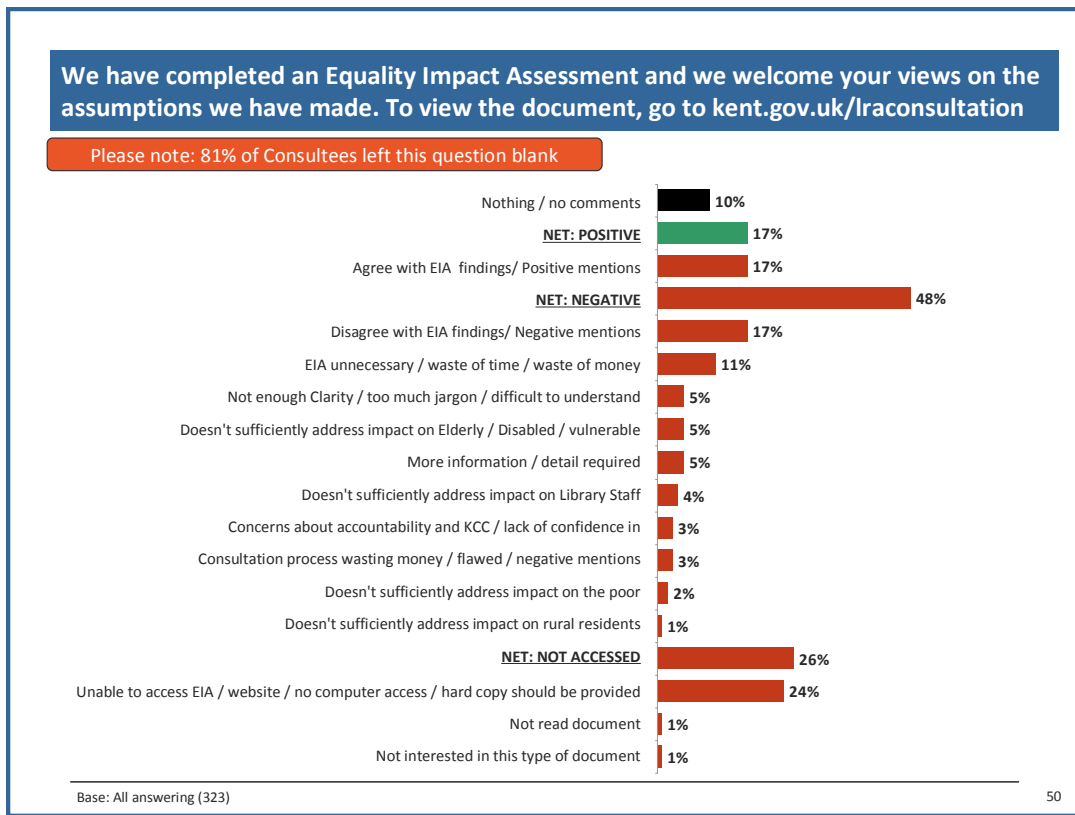


9. EQUALITY IMPACT ASSESSMENT AND OTHER COMMENTS

Kent County Council completed an Equality Impact Assessment to see if the service change could affect anyone unfairly. The Consultation questionnaire invited Consultees to note their views on the assumptions that had been made and the conclusions drawn. The Consultation document provided a link to the Assessment conducted.

81% of Consultees left this question blank. 10% noted that they had nothing to add, 17% of those answering made a positive comment and 48% of those answering made a cautionary / negative comment. 26% indicated that had not accessed the Equality Impact Assessment (largely due to lack of computer / internet access).

17% indicated that they disagree with the findings and 11% indicated they felt the Equality Impact Assessment was a waste of time and money.



"I am for equality, but not if the policy is to try to aim for the lowest common denominator, which actually means that no one's needs are properly catered for."

"I'm surprised to see every box labelled as low risk. on what basis was this decision made? is this one person's opinion? If the new trustees of the new trust's board are unelected, how will it be accountable for decisions it makes regarding equality. Furthermore. how will it be guaranteed to be a diverse board?"

"So much emphasis on equality waters down service for others e.g. the Shaping the future of the LRA service in Kent booklet, is almost an insult to the ability of the general public to grasp any concepts."

"The document does not seem to address the main issue which would be between those who are poor and those who are not. The poor would suffer most by a loss in library services. Although society as a whole would suffer if library services were not providing the vital life-enhancing services they do. So I have not answered the questions below as I do not think they are relevant."

"Well, the assumptions are exactly what they are described as - assumptions. It seems very glib that the possible negative impacts of a trust - across all the protected characteristics - are 'low'. KCC has gained equality, diversity and inclusion experience, and knowledge and expertise in equality legislation, over many years. How would a trust match that in the short, medium and long term?"

"I don't feel you have given the full picture having gone through a similar process when the organisation I worked for was made a charitable trust, I know only too well how it affects the existing staff. The money that is allocated to the scheme will be eaten up by the KCC and very little of it will actually arrive at the LRA department to run their services."

10. APPENDIX

A copy of the full Consultation document (including the questionnaire) can be found below:



LRA Consultation
document

Appendix C -Response to the Consultation

Mitigation to concerns raised by the public about the proposed trust model

Concern	Proposed Mitigation
LRA service should continue to be run by KCC/local government	This is the option put forward in the consultation document and will be evaluated and considered by KCC before a decision is taken on the preferred option.
Services should remain free/will charge for certain services	The core library service will remain a free service as required by statute.
Uncertainty/closure for libraries in rural locations/small villages/concerns about closures	KCC was not consulting on any changes to the number of buildings
Will increase costs/become a money making exercise	The proposed trust will be looking at opportunities to generate the maximum income but the service will also have a clear specification to ensure it continues to deliver the level of service required.
Concerned service will have to be transferred back/trust losing funding	KCC will include appropriate termination provisions within the contract with the trust but there will also be performance management provisions to reduce the risks of any service failure. KCC will include all necessary contractual provisions to ensure that in the worst-case scenario the impact on the public of any transfer is minimised.
Loss of public accountability/FOI exempt/Councillors have no influence	The terms of the contract will ensure that the trust remains fully accountable to KCC and that Councillors will retain influence. By way of example, the trust will be contractually required to fully assist KCC in responding to any to Freedom of Information Act (FOI) requests
Will reduce/degrade services/remove services/negative impact	KCC will include appropriate levels of performance standards and a modern performance management framework in the contract documents.
Volunteers will lack necessary skills and training/may have difficulty recruiting	It is not proposed that there will be a change to the training or use of volunteers and it is not considered that there will be any difficulty in recruiting volunteers by virtue of a trust transfer.
Concerns about stock levels being maintained/range of books will reduce	If there is a transfer to a trust it is proposed that the book/stock fund is ring-fenced that can only be used for its proper purpose.
Limited opening times/reduced accessibility	See previous answers
Group activities may cease/loss of amenities/book clubs/reading groups	See previous answers. This is not proposed.
Will impact strongly on vulnerable groups e.g. the elderly/low income	See previous answers. There is no evidence or reason to believe that this would be the case and the EQIA analysis also does not suggest this as it is not proposed that there will be a reduction in the range of services which are required under the contract.
Mobile service cuts	See previous answers. It is not proposed to cut the mobile

	library service.
Concerns about Home Library Service	See previous answers. There are no proposals for any changes to the Home library service.
Concerns about preservation of archives/ease of access/Trust will not achieve archive accreditation	See previous answers. KCC will retain the ownership of its archives and the keeper of those that are deposited with the archives. KCC will require the trust to achieve archive accreditation which is the standard for the provision of archive services.
Concerns over professional expertise/librarians losing jobs/pensions	See previous answers. There is no proposal to reduce the level of professional expertise. Any transfer to a trust will be on the basis that the staff would transfer to work for the trust under the TUPE regulations and it is proposed that the trust would become a member of the Local Government Pension Scheme.

Appendix D: Response to the Consultation -Analysis of the Alternative Proposals Put Forward

Alternative idea	Comment
Leave service as it is /find savings elsewhere/remain KCC run/maintain status quo	The status quo is not an option even if the service continues to be delivered by KCC. In the current economic climate financial savings have to be made across all of KCC and all services must contribute to achieving the savings required. Library, Registration and Archive services must contribute the 1.92m identified as part of KCC's medium term financial plan whatever option is decided now. In order to achieve these savings service transformation will be required.
Cut costs/streamline services/more efficiency/better financial management	Since 2007 Libraries, Registration and Archives has delivered approximately £6 million savings. All opportunities for further efficiencies will continue to be explored and wherever possible, these will be achieved whatever option is approved.
Separate Libraries and archives from registration services	Although currently Libraries, Registration and Archives services are delivered through one integrated service this would be necessary if the trust option is pursued now.
Separate Archives from Libraries	The archives and local history services are all delivered through and within the Kent History and Library centre and the other library buildings. There is much operational synergy between the two services and KCC is keen to see this continue.
Maintain caring/ professional/ knowledgeable staff/Value staff more	This is the intention whatever option goes ahead.
Charge for services/Internet access/better IT facilities/membership fee	The core library service is a free service and will remain free whatever option is approved as this is a statutory requirement. Whichever delivery model is chosen opportunities to generate income while maintaining access to the free services currently available will be required.
Invest more in the service/fight for extra funding/identify new income streams/resist government cuts	See previous answer. All options for inward investment and identification of new income streams are currently being explored and will continue to be explored. However, KCC considers that an independent charitable trust offers the most opportunities to develop the entrepreneurial culture and new income streams.
Increase Council tax/raise taxation	KCC has already increased the council tax for the next financial year to the maximum it can without triggering a

	referendum. Further raising council tax is not a realistic option and would be insufficient to fill the budgetary gap.
Use KCC reserves to fund service	See previous answer. This is unrealistic as although KCC does hold a significant level of reserves these are earmarked – or committed –and local authorities are required to keep a certain level of reserves. Hence this is an unrealistic suggestion and a short term approach which will not enable KCC to meet the medium term financial plan (MTFP) approved by KCC in February 2015. Any use of one off reserves would merely defer the inevitable, would leave future projects/expenditure unfunded and would leave the authority on a less stable footing.
Update the library/online access/better IT facilities/Offer e-books/Audio books/DVDs	This will be considered in any event whatever option is approved to ensure these services stay relevant and sustainable for the future. LRA already offers customers the opportunity to download e-books and you will find audio books and DVDs available to hire as well.
Use volunteers to save money/Encourage more volunteers	Library, Registration and Archive services already have approximately 1000 volunteers adding value to its services and Kent County Council is committed to volunteers enhancing services rather than job substitution. Encouraging more volunteers will continue to be pursued as far as possible whichever option is approved.
Increase income by hiring space out/café & leasing's	This option is being considered and will be developed, where practicable whatever option goes forward.
Organise more workshops/events/more community focus/group activities/hire rooms out	Kent County Council is keen to see this develop whatever option goes forward to ensure the LRA assets are fully utilised. Hiring space out is something that can be explored going forward.
Replace/improve/Reduce senior management	Libraries, Registration and Archives is committed to continue to ensure that its staffing structures are as lean and fit for purpose as possible. A recent management review has just been completed. The service will continue to review and make savings in the future but this alone will not achieve the required levels of savings.
Advertise services/more	The recent consultation has highlighted the need to engage with a wider audience in order to ensure that

promotion/promote service more	services continue to deliver what people need and ensure that the service is sustainable for the future. This needs to happen whatever option goes forward but does not necessarily achieve increased income or reduced costs as the core service is free. New ways of advertising will be explored locally as well as Kent engaging with national partners to take forward.
Longer opening hours	Longer opening hours will not make the savings required for the services and may not and can only be achieved if affordable. It is however possible for the current level of opening hours to be adjusted to better reflect local need where this is appropriate.
Offer a café/relaxation area/leasings/diversification of income	See answers above.
Close small unviable libraries	KCC has consulted on the basis of the existing number of libraries and closure options are not currently being proposed.
Run as a co-operative/involving members of the community	The option of a charitable trust will achieve non domestic rate relief advantages which would not be achievable via a co-operative. However, the trust option will provide enhanced opportunities for the community to be involved in the service. KCC will consider how the community can be involved in any event whatever option goes forward.
Libraries to become more of a community hub/diversification of services/combine with Government Gateway	This option is being considered and KCC will explore this option, wherever possible whatever option goes forward.
Archives to be run separately/with specialist staff/more accessibility	See response above. The importance of the archives is recognised by KCC as is the need for specialist staff. KCC will explore options for widening access to the archive collections including digitisation of some of the collections
Pool services/Co-operation between different councils/other library services	KCC is keen to explore opportunities for partnership and co-operation as identified and will do so, but is not currently aware of any viable opportunities that will deliver savings.

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KENT COUNTY COUNCIL
EQUALITY IMPACT ASSESSMENT

Directorate:

Growth, Environment & Transport (GET); Libraries Registration and Archives (LRA)

Name of policy, procedure, project or service

Proposed Kent Charitable Trust model of delivery for LRA services

What is being assessed?

The proposal to transfer LRA Services to a Charitable Trust

Responsible Owner/ Senior Officer

James Pearson
Service Improvement Programme Manager

Date of Initial Screening

December 14

Version	Author	Date	Comment
V1	James Pearson/Liz Taylor	December 15	Initial version which included consideration of ensuring public consultation was as accessible as possible
Page 2 Page 108	James Pearson/Liz Taylor	May 15	Revised following consultation. References to how consultation accessible removed from screening grid and feedback from consultation included.

Screening Grid

Characteristic	Could this policy, procedure, project or service affect this group less favourably than others in Kent? YES/NO If yes how?	Assessment of potential impact HIGH/MEDIUM LOW/NONE UNKNOWN		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO - Explain how good practice can promote equal opportunities
		Positive	Negative		
Age Page 109		Low	Low	<p>Proposed new Model of Service Impact</p> <p>Customers in this characteristic group will continue to have equal access to services as now</p> <p>As detailed in the background material on the proposal at this stage it is not proposed to make changes to the service as a result of this proposal.</p> <p>The contract arrangement and service specification the Charitable Trust will have with KCC will ensure that customers of all ages are welcomed and served in the service points and that services continue to reflect the needs of all age groups.</p>	<p>Yes</p> <p>We will use this opportunity to promote all our services to communities across Kent. We will maintain existing services and investigate how they can be further improved for the future, as well as seeking ways to improve community participation within LRA services.</p>
				Proposed new model of service impact	

<p>Disability</p> <p style="text-align: center;">Page 110</p>		<p>Low</p>	<p>Low</p>	<p>Customers in this characteristic group will continue to have equal access to services as now</p> <p>The contract arrangement the Charitable Trust will have with KCC will ensure that customers of all disabilities are welcomed and served in the service points and that services continue to reflect the needs of all disabilities.</p> <p>Through the Charitable Trust we will ensure the Library Registration and Archive (LRA) continue to provide existing services targeted to disabled people, such as audio book postal loans/stocking of a wide range of audio books for blind and partially-sighted people.</p> <p>We will continue to ensure selections of large print and audio books available in all our libraries for people who are visually or print impaired and selections of accessible stock available for people with learning disabilities in main town centre libraries.</p> <p>Continue developing and supporting specialist book groups including VIP, MIND and Beyond Words groups.</p> <p>Continue acknowledging and celebrating diversity awareness and history celebrations.</p>	<p>Yes</p> <p>See above</p>
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Page 111				<p>Continue providing an exempt card for people with disabilities ensuring that they will face no barriers when accessing our services.</p> <p>The Charitable Trust will continue to maintain Induction loops available at service points</p> <p>It is proposed that the Charitable Trust will maintain the ICT contract for the first year ensuring that specialist accessibility software will continue to be available on our computers. The trust will need to ensure this is explicitly part of any specification should it market test these services.</p> <p>Any project to improve services or relocate must ensure all equality issues are taken into account at the planning stage.</p>	
Gender		Low	Low	<p>Proposed new model of service impact</p> <p>Customers in this characteristic group will continue to have equal access to services as now</p> <p>The contract arrangement the Charitable Trust will have with KCC will ensure that customers of both genders are welcomed and served in the service points and that services continue to reflect the needs of both genders.</p>	<p>Yes</p> <p>See above</p>

				<p>Through the Charitable Trust we will ensure LRA continue to provide existing services and we will ensure that the stock and services reflect the needs of both genders.</p> <p>The proposed Charitable Trust will provide services for all in the community which will be enforced by the contract with the Trust.</p>	
<p>Gender identity</p> <p>Page 112</p>		Low	Low	<p>Proposed new model of service impact</p> <p>Customers in this characteristic group will continue to have equal access to services as now</p> <p>The contract arrangement the Charitable Trust will have with KCC will ensure that customers of all gender identities are welcomed and served in the service points and that services continue to reflect the needs of transgender people.</p> <p>Through the proposed Charitable Trust we will ensure LRA continue to provide existing services and we will ensure that the stock and services reflect the needs of this protected characteristic.</p> <p>The proposed Charitable Trust will provide services for all in the community which will be enforced by the contract with the Trust.</p>	<p>Yes</p> <p>See above</p>

<p>Race</p>		<p>Low</p>	<p>Low</p>	<p>The contract arrangement the Charitable Trust will have with KCC will ensure that customers of all races are welcomed and served in the service points and that services continue to reflect the needs of the local communities.</p> <p>Through the Charitable Trust we will ensure LRA continue to provide existing services and we will ensure that the stock and services reflect the needs of this protected characteristic through stock the promotion of diversity history months.</p>	<p>Yes</p> <p>See above</p>
<p>Religion or belief</p>		<p>Low</p>	<p>Low</p>	<p>Proposed new model of service impact</p> <p>Customers in this characteristic group will continue to have equal access to services as now</p> <p>The contract arrangement the Charitable Trust will have with KCC will ensure that customers of all religions and beliefs are welcomed and served in the service points and that services continue to reflect the needs of the local communities.</p> <p>Through the proposed Charitable Trust we will ensure LRA continue to provide existing services and we will ensure that the stock and services reflect the needs of this</p>	<p>Yes</p> <p>See above</p>

				<p>protected characteristic.</p> <p>The proposed Charitable Trust will be setup to ensure that services continue to be as now - faith neutral and the library stock will continue to provide information covering all faiths and belief systems. This will also be covered in the staff training.</p>	
<p>Sexual orientation</p> <p>Page 114</p>		Low	Low	<p>Proposed new model of service impact</p> <p>Customers in this characteristic group will continue to have equal access to services as now.</p> <p>The Charitable Trust will be expected to have policies in place to comply with all equality and diversity legislation.</p> <p>It is proposed that the Charitable Trust will continue to provide services for all customers including books for the LGBT community and promotion of LGBT History Month and LGBT Book groups.</p>	<p>Yes</p> <p>See above</p>
<p>Pregnancy and maternity</p>		Low	Low	<p>Proposed new model of service impact</p> <p>Through the Charitable Trust we will ensure LRA continue to provide existing services and we will ensure that the stock and</p>	<p>Yes</p> <p>See above</p>

				<p>services reflect the needs of this protected characteristic.</p> <p>The Charitable Trust will continue to provide services for all customers ensuring customers will be welcomed in its service points including breastfeeding mothers</p> <p>Making the consultation material available online may have helped this group to more easily participate in the consultation.</p>	
Marriage and Civil Partnerships		Low	Low		<p>Yes</p> <p>See above</p>
Caring responsibilities		Low	Low		<p>Yes</p> <p>See above</p>

Part 1: INITIAL SCREENING

Proportionality - Based on the answers in the above screening grid what weighting would you ascribe to this function

Low	Medium	High
Low relevance or Insufficient information/evidence to make a judgement.	Medium relevance or Insufficient information/evidence to make a Judgement.	High relevance to equality, /likely to have adverse impact on protected groups

State rating & reasons

Low- The public should experience no change in how the service is delivered as a result of these proposed changes.

Background

In October 2013, the Library Registration and Archive Service (LRA) was identified as part of a group of services to be reviewed under the council's Facing the Challenge Programme, a whole council transformation programme designed to meet our financial challenges and set an ambitious vision for transforming the way KCC operates and delivers its services.

The review of the LRA Service has looked at potential alternative service delivery models and it was been agreed that KCC's preferred proposed model which will go out to public consultation will be a Charitable Trust.

Public consultation took place from 12th January and ran for twelve weeks concluding on 8th April 2015.

The consultation focused on:

- The proposed mission statement that KCC has for Libraries, Registration and Archive Services now and for the future.
- The proposal for the LRA service to be delivered by a Charitable Trust.

Options Considered

The other options included:

- to retain services in-house and accelerate the existing transformation programme
- to outsource service delivery
- to enter into a partnership or joint venture with a private or public sector partner

The key benefits of this model:

- The Trust model would offer some operational freedoms and flexibilities to the management of the service and allow the service to grow the business
- The trust would be able to respond more rapidly to market forces and changes to legislation
- The Trust model provides flexibility in terms of grant funding and identifying other sources of income which can be reinvested into the service.
- The establishment of a Kent Trust would promote and encourage community involvement in service design and delivery, in part through the Board of Trustees who would be selected from local people.
- The charitable nature of the Trust would align with KCC's commitment to maintain and improve these critical community services.
- The creation of a Charitable Trust as the vehicle to deliver the services would enable business rates relief, which would deliver savings year on year.
- The transfer to a Trust model would enable KCC to continue to fund a wide range of LRA services, including non-statutory but popular provision, into the future.
- Any parts of the service not eligible for charitable status could sit within a non-charitable trading arm of the Trust.

Information on the proposal

Customers should not see any changes to how they can use our Libraries, Registration and Archives services, should any of these proposals be implemented.

KCC will retain the statutory accountability for the service including compliance with the Equality Act 2010. KCC through the contract and the specification will make clear that the proposed trust through the delivery of its services will enable KCC to demonstrate that it is meeting its equalities duties. The delivery of these statutory duties and equality issues will be at the core of the way the charity delivers its services for KCC.

The Charitable Trust will be expected to have policies in place to comply with all equality and diversity legislation.

Any significant changes/ improvements to the services that a Trust might want to propose in future would need to observe KCC's equality duty as set out in the Equality Act 2010. This duty cannot be transferred and will remain with KCC.

It is proposed that if any reductions to KCC's minimum requirements as defined in the service specification could only be made following discussion,

and agreement in principle with KCC, followed by a public consultation and a decision by KCC. Requirements for future decision making will be written into any contract with KCC.

This proposal will ensure that

- KCC meets its statutory obligations in relation to all LRA Services including the Equality Act 2010.
- To ensure the key role LRA services play in local communities continues to be safeguarded and can be enhanced with local communities being meaningfully engaged. This in turn will lead to innovation and creative solutions.
- To deliver a sustainable service for KCC that will be customer focused, provide efficiencies and opportunities for growth in a rapidly changing environment and deliver the required savings as detailed in KCCs Medium Term Financial Plan

Through the commissioning arrangements and ongoing contract monitoring KCC would specify the service outcomes and minimum criteria it expected the Trust to deliver. KCC will retain accountability for its statutory obligations. There will be clear performance management targets within a clear performance management framework.

Delivery of libraries through a Trust model has been tried and tested by other councils and has delivered significant benefits. There are also examples of archives services delivered by Charitable Trusts. Learning from visits to other local authorities (e.g. Suffolk and York) has informed this proposal.

The Charitable Trust will need to have a whole range of procedures put in place including a recruitment procedure which will ensure that all staff and volunteers will be appointed through a recruitment process which will be subject to references and a Disclosure and Barring Service check (DBS)

All staff and volunteers will complete a training programme which will include equalities and diversity. All staff and volunteers will be line managed and subject to performance management.

The expected governance model for the proposed Charitable Trust also offers opportunity for representatives of the community to get involved. It is expected that the Charitable Trust will have a board of trustees who will be volunteers and have a range of skills and expertise and backgrounds.

Registration services

Under current UK law, registration services must be delivered via a Local Government approved scheme, and because of this, we are working with the statutory regulator to understand how Kent could deliver registration services under this new model and what the timeline for this outcome might be.

It is possible that moving registration services into a Charitable Trust may take longer than moving across library and archive services and we will have to take a phased approach to implementation with a move to a Library and Archive trust happening first.

Whatever option moves forward, it is KCCs intention that customers will still be able to access the same services in the same place as currently, irrespective of who is delivering them. This would mean for example that birth and death registrations would be delivered at the 28 library locations where they are currently.

Beneficiaries

Residents of Kent will benefit from the sustained continuation of Library, Registration and Archive services and by the opportunity to shape the development of these services in the future

Consultation and data

Due to the nature of the services provided LRA touch everyone's lives at some point, in particular through birth and death registration.

LRA services are accessed by a variety of means;

- 99 libraries
- Kent's historic archive collection at Kent History and Library Centre, Maidstone
- 11 mobile libraries
- six register offices
- home library service for housebound users and a postal audio book service to visually impaired customers
- information services, including access to resources in libraries and from home, and Ask a Kent Librarian: a business and general enquiry service
- online services: book computers and appointments; reserve and renew books; download e-books and audio books on home computers and mobile devices; plus WIFI in 35 libraries
- 654 computers with free internet access, scanning and printing facilities and accessible software including NVDA

Information about our customers

Kent County council area data- source www.kent.gov.uk/research

The 2013 mid-year population estimates show that Kent is the most populous county council area in the South East region with a population of 1,493,500 people

The 2011 Census indicates that 257,038 or 17.6% of Kent's residents have a health problem or disability that limits their day to day activities

Libraries and Archives customers from our library management system

Active Borrowers by Gender

Gender	2013-2014	2014-2015
Female	63%	54%
Male	36%	31%
Left blank	1%	15%

Active Borrowers by Age

Age	2013-2014	2014-2015
0-10	24%	25%
11-19	13%	13%
20-29	6%	6%
30-39	10%	10%
40-49	12%	11%
50-59	8%	8%
60+	25%	25%
Age unknown	2%	2%

Active Borrowers by Disability

Disability	2013-2014	2014-2015
No	99.80%	99.77%
Yes	0.20%	0.23%

Active Borrowers by Ethnicity

Ethnicity	2013-2014	2014-2015
Not answered/declined to say	61%	62.6%
White British	34%	32.1%
Other Ethnic Origin	5%	5.2%

Borrowers Ethnicity Breakdown from the Library Management System 2014-2015	
Blank	84,655
E - White British (English, Welsh, Scottish, Northern Irish)	57,078
E- Not answered	26,747
E- Other Ethnic Group	3,201
E- White – Other	2,154

E- Asian/Asian British – Indian	882
E- Black/Black British – African	751
E- Asian/Asian British – Other	683
E- White – Irish	299
E- Asian/Asian British – Chinese	211
E- Declined to say	210
E- Black/Black British – Other	188
E- Mixed/Multiple – Other	182
E- Asian/Asian British – Bangladeshi	149
E- Black/Black British – Caribbean	127
E- Asian/Asian British – Pakistani	106
E- Mixed/Multiple – White and Asian	98
E- Mixed/Multiple – White and Black African	92
E- Mixed/Multiple – White and Black Caribbean	57
E - White - Gypsy or Irish Traveller	53
E- Arab	19
Grand Total	177,942

Registration

We do not have About You information on Registration customers as this data is collected by the Government and we do not have access to it.

Update following Consultation

Consultation summary

Proposed Kent Charitable Trust model of delivery for LRA services consultation

Promotion

To ensure that the consultation reached a wide range of people and to ensure everyone who wanted to had the opportunity and the means to contribute to the consultation we have promoted by:

- ✓ All libraries and registration offices having displays and documents to complete
- ✓ All mobile libraries having posters and documents to complete
- ✓ We held 6 Approved Premises Seminars to our licensed venues and encouraged them to comment
- ✓ Regular Twitter and Facebook coverage to encourage and promote
- ✓ The KCC website www.kent.gov.uk included a consultation page with all documentation, a main banner on the homepage and a digital countdown display of days left.
Number of downloads:
 - Consultation document (PDF) – 3763
 - Easy Read – 943
 - Options appraisal – 408
 - Consultation document (Word) – 609
 - Questionnaire (Word) – 612
 - Q&A – 2052
 - Roadshow Timetable – 850
 - EqIA – 440
 - Inspires report – 286
- ✓ Sent a global 'MailChimp' email to customers (who give us permission to contact them) Email was successfully delivered to 3,411 people (out of 3,465 on the list) of these
 - 1,960 opened the email
 - 940 clicked a link in the emailSince the email went out on 6 March:
 - Pageviews for the consultation page spiked at 1,792 views on 6th (9 times the traffic the page had been getting during the week leading up to the emailer)
 - Pageviews for the consultation questionnaire also spiked at 147 views on 6th (8.2% conversion)
 - Of the 147 that went to the form, 51 submitted a response (35%)
- ✓ Held Roadshows across the 12 districts of the county on different days, times and locations. A total of 27 Roadshows held in shopping centres, town centres and libraries where we talked to **1,085** people with a further **664** approached but did not want to engage with the consultation..
- ✓ Targeted a wide variety of stakeholders and groups to ensure people were made aware and encouraged to contribute. Contacted by letters and emails including:

- Surgeries
 - Authorised persons and vicars
 - Hospitals hospices
 - Surgeries in Kent and Bexley Bexleyheath GPs
 - Hospitals and Hospices
 - Maternity Units
 - Funeral Directors
 - Individual Stakeholders
 - Districts identified and contacted their own partners and customers including people who are vulnerable and hard to reach and people with protected characteristics.
- ✓ Staff events – 3 Q+A roadshows across Kent and one of these sessions was filmed and made available to staff for those who could not attend.
- ✓ Replies sent to all customer- letters and emails
- ✓ We investigated ways in which people would have difficulty in engaging with the consultation because of print impairment or because of little or no literacy skills or English. We provided alternative formats of the consultation- online as well as a paper copy including an Easy Read version. Alternative formats requested and provided included:
- Large Print
 - Audio
 - Braille
- **2143** completed the consultation document **42** of these were the Easy Read version
- ✓ We wanted to make sure that vulnerable and hard to reach people and those with protected characteristics were included in the consultation. We included *About You* questions in the questionnaire so that we would capture the data about those who responded:

Age

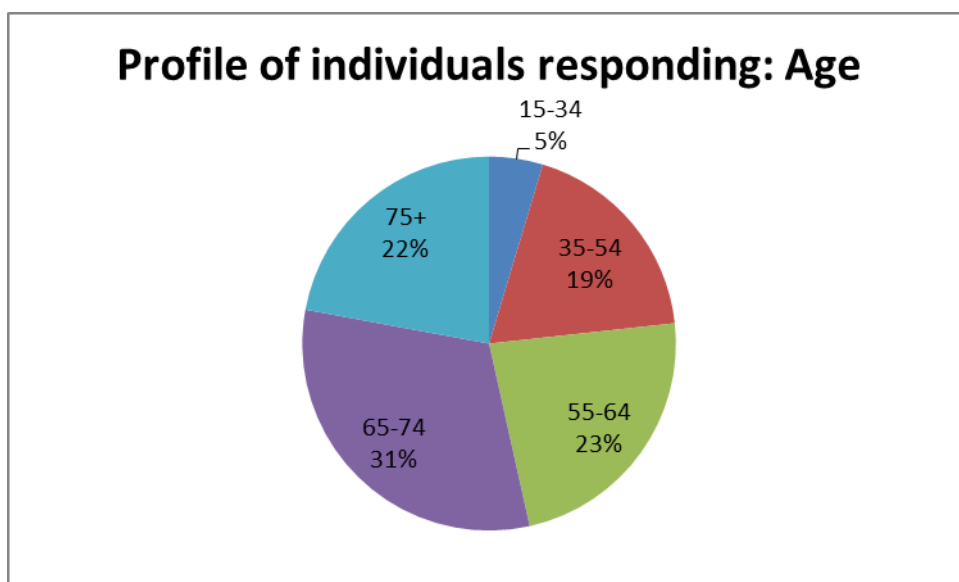
- Care was taken to ensure that the consultation process was communicated in a variety ways and platforms favoured by specific age groups. For example email, Twitter and Facebook as well as face to face at Roadshows. Paper and electronic versions of the consultation documents were also made available.

Method of completion	
Paper	67%
Online	33%

- For the older members of the community we ensured that the consultation posed no barriers by making sure that the sites of Roadshows were accessible with no physical barriers and that the format of the consultation documents were accessible by providing paper documents, large print and audio versions.
- Home Library Service Users received a large print flyer explaining the consultation through their Time2Give volunteer. Volunteers also had a supply of consultation documents and information on how to obtain alternative formats.
- The consultation was promoted through U3A, Age Concern, Older People Forums and Talk Times.
- Younger members of the community were made aware of the consultation, through Kent Youth Services and local youth centres, Kent Youth Forum and schools.

Profile of individuals responding Age:

Although we used a variety of platforms to promote the consultation to make it accessible and attractive to all age ranges the profile indicates that 76% taking part in the consultation were aged 55+



Age	Percentage of response
15-34	5%

35-54	19%
55-64	23%
65-74	31%
75+	22%

Disabilities

- We used existing contacts and partners in the districts to ensure that people with disabilities were included in the consultation. We requested that KAB promoted the consultation on their Talking Newspaper. We also informed Guide Dogs for the Blind and Hi Kent. Locally community development librarians engaged with their local disability/access groups.
- Postal loan service. To make sure our postal loan service users were made aware of the consultation approximately 800 large print flyers were included in the wallets posted out to our customers during the consultation period.

Alternative format provided at district level	District	Date
Large Print	Maidstone customer	13/02/2015
Audio	Gravesend Visually impaired reading group	06/02/2015
Large Print	Gravesend Visually impaired reading group	06/02/2015
Braille	Sevenoaks VIP group	23/02/2015
Large Print	Not known	12/03/2015

- At district level Community Development Librarians used the Easy Read version of the consultation document to engage with their District Partnership Groups, day centres and local Beyond Words Book Groups.
- Hospitals, hospices and doctors surgeries were contacted.

Profile of individuals responding: Disabilities

Disabled as set out in Equality Act 2010

	Individuals responding who consider themselves disabled	Active borrowers on Spydus who consider themselves disabled.
No	77%	99.80%
Yes	12%	0.20%
Prefer not to say / not answered	10%	

Profile of individuals with disabilities responding to the consultation represents a closer figure to the 2011 Census which indicates 17.6% of Kent's residents have a health problem or disability that limits their day to day activities, whilst 7.5% of the population in Kent are claiming a disability benefit.

Type of impairment of individuals responding who considered themselves disabled	
Physical impairment	49% (120)
Long standing illness or health condition	37% (92)
Sensory impairment	24% (59)
Mental health condition	12% (29)
Other	11% (27)
Learning disability	8% (20)
Prefer not to say / not answered	5% (13)

Gender

- As women carry a disproportionate share of childcare, access to the consultation process was seen to be a possible issue. Lone parents were also considered.
- To make the consultation easily accessible to both male and females an online version made available. Roadshows were offered throughout the day and at weekends to take into account work/childcare

commitments and the consultation was promoted at Children’s Centres and Baby Rhymetimes.

Profile of individuals responding: Gender

Profile of individuals responding is fairly close to the gender of active borrowers - the difference in the profiles could reflect number of people not answering the gender question on our library data- base.

	Gender of individuals responding	Gender of active borrowers
Female	57%	53%
Male	38%	31%
Prefer not to say / not answered	5%	16%

Gender Identity

- Email sent to notify TGPals of the consultation and inviting them to comment.

Sexual Orientation

- UKC LGBT group notified
- Rainbow Group KCC staff forum notified
- Rainbow Reads reading group Kent History Library Centre notified

Ethnicity

- Promoted at *Meet and Practice English Conversation* sessions and visiting ESOL groups held across the county.
- Promoted at local community groups for example to the Nepalese Elders at Cheriton Library.

**Profile of individuals responding: Ethnicity
Showing comparison to ethnicity status on Spydus**

Ethnicity %		
	Ethnicity of individuals responding %	Ethnicity status on Spydus %
White British	87	33.1

Prefer not to say	8	44.4
White Other	2	2
BME	2	2
White Irish	1	0.2
Black / Black British – Other	0.3	0.01
Asian / Asian British – Indian	0.3	0.05
Asian/ Asian British-Other	0.25	0.4
Mixed Other	0.25	0.09
Mixed White Asian	0.2	0.06
Mixed White & Black Caribbean	0.15	0.04
Black / Black British – Chinese	0.15	
Black / Black British – African	0.15	0.39
Asian / Asian British - Chinese	0.15	0.13
White Gypsy/Roma	0.05	0.03
Mixed White & Black African	0.05	0.06
Mixed Arab	0.05	
Asian / Asian British – Pakistani	0.05	0.05
Black / Black British – Caribbean	0.05	0.68

The profile of individuals taking part in the consultation evidences that we have engaged with a wide range of individuals from the majority of ethnic communities in Kent. More people have answered the ethnicity question in the consultation which is evidenced by the higher *White English* figure and the lower *prefer not to say*

Religion and beliefs

Representatives from all faiths and beliefs contacted through the *Authorised Persons* and *Vicars* spreadsheets – evidenced in the profile of individuals taking part in the consultation and declaring their religion and beliefs

Profile of individuals responding: Religion and Belief

Belong to a particular religion	
Yes	50%
No	36%
Prefer not to say / not answered	14%

Religious beliefs applies for those answering yes Compared to Kent 2011 Census		
	Religion of individuals who responded yes	Census 2011 Religion
Christian	94%	62.52
Buddhist	1%	0.46
Jewish	1%	0.12
Other	2%	0.42
Prefer not to say / not answered	2%	7.3
Muslim	0.3%	0.95
Hindu	0.3%	0.75

Pregnancy and maternity

- Consultation and Roadshows promoted through Doctor's surgeries
Children's Centres and Baby Rhyme-Times

Marriage and Civil partnerships

- Consultation material made available at all registration offices

Carers' responsibilities

- Young Carers and Carers groups made aware and invited their members to take part.
- Consultation documents available on-line
- HLS volunteers briefed to promote the consultation

When asked are you completing the questionnaire on behalf of?

Individual	92%
Group/organisation	6%
Left question blank	2%

Breakdown of responses

Individual	1,969
Group	136
Voluntary, community or faith sector	59
Public Sector Partner	40
Other	27
- Book Reading Groups	14 Book Groups
-Miscellaneous	13
Left question blank	8
Service provider	2
Business organisation	0

The full analysis of the consultation has been completed by Lake Market Research and this details the full analysis of the outcome of the consultation. In summary;

With regard to the mission statement, 52% of people strongly agreed or agreed with the proposed mission statement, 30% strongly disagreed or disagreed with 14% neither agreeing nor disagreeing.

- On the key question of the proposal to establish a charitable trust 38.6% strongly agreed or agreed with the proposal and the freedom and flexibilities that could be provided by a trust model. Of those individuals who did agree with the proposal 60% felt this was the best option of the alternatives to protect and expand services 13% said that it would provide access to additional funding, 9% that it made sense/a sensible suggestion and 9% responded saying that it offered flexibility and the freedom to move forward.
- 42.7% of respondents strongly disagreed or disagreed with the trust proposal with the key concerns being accountability and the future role of KCC; decision making regarding changes to the service including closures; future funding and set up costs; use of volunteers particularly in regard to professional staff; and the quality and future of the archive service.
- Respondents were also asked to suggest anything that they would like to see the service deliver that it does not currently. Of those who responded 21% wanted no additional service or wanted to guarantee the current high quality of services delivered. Other suggestions included having space for community activities, lectures, cafés, and other services and expanded IT. It is recommended that all options are considered in shaping the future direction of the service whether in-house transformation or in an external trust.
- A range of suggestions were put forward for how else we could deliver the savings for the LRA service. While 63% of consultees left this question blank of those who did respond 50% wanted the service to remain KCC run.

When asked views on the assumptions we have made in the EQIA we received the following feedback?

81%consultees left this question blank

Nothing/no comments	10%
Net: Positive	17%
- Agree with EqIA findings/ positive mentions	17%
Net : Negative	48%
- disagree with EqIA findings/ negative mentions	17%
- EqIA unnecessary/ waste of time/ waste of money	11%

- Not enough clarity/too much jargon/difficult to understand	5%
- Doesn't sufficiently address impact on Elderly/disabled vulnerable	5%
- More information/detail required	5%
- Doesn't sufficiently address impact on Library Staff	4%
- Concerns about accountability and KCC/lack of confidence in	3%
- Consultation process wasting money/flawed/negative mentions	3%
- Doesn't sufficiently address impact on the poor	2%
- Doesn't sufficiently address impact on rural residents	1%
Net: Not Accessed	26%
- Unable to access EqIA/website/no computer access/hard copy should be provided	24%
- Not read document	1%
- Not interested in this type of document	1%

Analysis of the feedback

Analysis of the feedback

The majority of the feedback from the consultation was from service users and one area for the service to explore going forward is the the need to engage a wider audience of non-service users.

As detailed in this report effort was taken to ensure that the consultation was promoted to as many people as possible and the actions identified in the initial EQUIA assessment to cover this were completed. It was hoped that more young people would have engaged in the consultation than has been achieved. The reasons for the low response should be reviewed for any future consultations, to see if any lessons can be learned.

The other feedback on the EQIA question in the consultation raises concerns about the impact on certain groups (Elderly, disabled, rural residents & poor) and while this is noted it is felt that many of these issues can be mitigated in the proposal as detailed in Appendix

Based on the work on the proposal to date any potential impact on protected characteristic groups can be mitigated There has not been any additional information as a result of the consultation to indicate a need to revise the findings of this assessment.

Any impacts on staff would be addressed in a separate Assessment to be carried out should the decision be taken to implement a trust model.

There were concerns raised about not being able to access the Equality Impact Assessment, and these are also noted. The document was available from our website and could have been provided in hard-copy from any of our service points or on request. The availability of Equality Impact Assessments will be promoted more clearly in any future consultations.

Potential Impact

The proposal envisages no changes to the range of services customers currently receive.

Adverse Impact:

From the measures detailed in this report and in the action plan it is felt that any negative impacts can be mitigated

Positive Impact:

The consultation was an opportunity to promote Library Registration and Archive services to residents who do not currently use the library. In reality however the consultation was a difficult topic to engage those who do not use our services and the majority of returns being from current customers indicates that we did not reach those who do not use us at present. Going forward there is a real need for wider promotion and marketing of the service and engage in a far wider sense with the people of Kent.

JUDGEMENT

Option 1 – Screening Sufficient	No
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Justification:

Option 2 – Internal Action Required	YES
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Option 3 – Full Impact Assessment affect residents across Kent	Yes- this has potential to
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Equality and Diversity Team Comments

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed: James Pearson

Name:

Job Title: Service Improvement Programme Manager

Date:

DMT Member

Signed: Angela Slaven

Name:

Job Title: Head of Libraries Registration and Archives

Date:

**Equality Impact Assessment Action Plan
(To be completed)**

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
All	To explore how communities can be more involved with the Charitable Trust e.g. by developing role of library as a community hub, safe place where all parts of the community can come together	To be explored if proposal for Charitable Trust progresses	Charitable Trust plays its role in eliminating discrimination, advancing equality of opportunity and develops a positive relationship with the people of Kent	TBC	TBC	
All	Proposed Charitable Trust needs to report on its equality outcomes and how it is making a difference to KCC	This requirement to be written into the contract of the proposed Charitable Trust if progresses Need to setup Charitable Trust so that it has the means to record and extract this information	Charitable Trust able to demonstrate how it is making positive outcomes	Project team	TBC	

Disability	Ensure accessibility software on computers is maintained	Ensure all contracts for computers explicitly states this as a requirement	Everyone able to make use of the computers	Project Team	TBC	
All	Ensure consultation reaches wide range of people	<p>Roadshow locations in 12 districts and on different days/times and locations</p> <p>About you questions included in the questionnaire so that capture data about those who respond</p> <p>Target wide variety of stakeholders and groups to ensure people aware and encouraged to contribute</p> <p>Investigate ways in which people</p>	Everyone who wants to contribute has the opportunity and the means to contribute to the consultation	Comms team	Completed	

		<p>who will have difficulty filling in the form can contribute</p>				
	Age	<p>Consultation online as well as paper copy and easy read version, translations available if requested</p> <p>Engage with HLS volunteers to consult with home library service users</p> <p>Engage with Youth County Council, Youth Services and Schools.</p>				
	Disabilities	<p>Use existing contacts and partners to ensure that people with disabilities are</p>				

		<p>engaged with and consulted through partners including KCC Level Playing Field staff forum, Kent Association for the Blind, Hi Kent, District Partnership Groups and local disability groups.</p> <p>Engage with TGPals support group to ensure we reach the transgender community</p> <p>District to identify and involve local faith groups in the consultation.</p> <p>District to identify any relevant LGBT in their districts</p>				
All	Governance arrangements pay due regard to	To be progressed via Governance arrangements if	All Equality act duties are covered	Project Team	TBC	

	Equality Act	proposed Charitable Trust develops				
All	Objects of Charitable trust may be able to identify opportunities to advance opportunities for particular protected characteristics	As above	Future Charitable trust is able to access funding opportunities related to protected characteristics identified in order to advance opportunities for groups which may be enjoyed by the wider community	Potential Charitable Trust	TBC	
All	Promotion of services and messages/updates about proposal whatever moves forward as result of decision process	Need to reach out to wider Kent audience, non-service users about service	Promotion and engagement plans needed	LRA SMT	TBC	
All	Promotion and marketing of service	Extend reach and awareness of services	Wider awareness and participation/use of LRA services	LRA SMT	TBC	

Appendix A -Response to the Consultation

Mitigation to concerns raised by the public about the proposed trust model

Concern	Proposed Mitigation
LRA service should continue to be run by KCC/local government	This is the option put forward in the consultation document and will be evaluated and considered by KCC before a decision is taken on the preferred option.
Services should remain free/will charge for certain services	The core library service will remain a free service as required by statute.
Uncertainty/closure for libraries in rural locations/small villages/concerns about closures	KCC was not consulting on any changes to the number of buildings
Will increase costs/become a money making exercise	The proposed trust will be looking at opportunities to generate the maximum income but the service will also have a clear specification to ensure it continues to deliver the level of service required.
Concerned service will have to be transferred back/trust losing funding	KCC will include appropriate termination provisions within the contract with the trust but there will also be performance management provisions to reduce the risks of any service failure. KCC will include all necessary contractual provisions to ensure that in the worst-case scenario the impact on the public of any transfer is minimised.
Loss of public accountability/FOI exempt/Councillors have no influence	The terms of the contract will ensure that the trust remains fully accountable to KCC and that Councillors will retain influence. By way of example, the trust will be contractually required to fully assist KCC in responding to any to Freedom of Information Act (FOI) requests
Will reduce/degrade services/remove services/negative impact	KCC will include appropriate levels of performance standards and a modern performance management framework in the contract documents.
Volunteers will lack necessary skills and training/may have difficulty recruiting	It is not proposed that there will be a change to the training or use of volunteers and it is not considered that there will be any difficulty in recruiting volunteers by virtue of a trust transfer.
Concerns about stock levels being maintained/range of books will reduce	If there is a transfer to a trust it is proposed that the book/stock fund is ring-fenced that can only be used for its proper purpose.

Limited opening times/reduced accessibility	See previous answers
Group activities may cease/loss of amenities/book clubs/reading groups	See previous answers. This is not proposed.
Will impact strongly on vulnerable groups e.g. the elderly/low income	See previous answers. There is no evidence or reason to believe that this would be the case and the EQIA analysis also does not suggest this as it is not proposed that there will be a reduction in the range of services which are required under the contract.
Mobile service cuts	See previous answers. It is not proposed to cut the mobile library service.
Concerns about Home Library Service	See previous answers. There are no proposals for any changes to the Home library service.
Concerns about preservation of archives/ease of access/Trust will not achieve archive accreditation	See previous answers. KCC will retain the ownership of its archives and the keeper of those that are deposited with the archives. KCC will require the trust to achieve archive accreditation which is the standard for the provision of archive services.
Concerns over professional expertise/librarians losing jobs/pensions	See previous answers. There is no proposal to reduce the level of professional expertise. Any transfer to a trust will be on the basis that the staff would transfer to work for the trust under the TUPE regulations and it is proposed that the trust would become a member of the Local Government Pension Scheme.

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